

Envision Rockdale

Strategic Plan for Rockdale County
2020-2024





History of Rockdale

The quick growth of Conyers continued during the Reconstruction Period (1867 – 1877), with the town's population soaring from 300 to 2,000 citizens. The rapid growth and rising independence created a desire for separation from what was known as the "Upper End", from Newton County. This spur in growth led to the creation of Rockdale County.

Rockdale became Georgia's 133rd county and is the second smallest in size of Georgia's 159 counties. Covering 128 square miles, Rockdale borders Gwinnett and Walton Counties on the north, Newton on the south, and Henry and DeKalb Counties on the west.

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Welcome Letter From Rockdale County Chairman



To the Great Citizens of Rockdale County:

We strongly believe that Rockdale County is perfectly positioned for continued economic development, – and as a direct result of the feedback, suggestions and recommendations that you, the citizens of Rockdale County provided during the four county-wide strategic planning sessions, we have developed a comprehensive strategic economic development framework that embraces and supports the county's growth initiatives, while also ensuring a continued focus upon providing an exceptional quality of life within our community. This strategic framework, the "Envision Rockdale Strategic Plan" represents a consolidation of your individual and collective community "wants and needs" that you, the citizens of Rockdale County, affirmatively acknowledged as critical areas of focus required to enhance Rockdale County's

growth and success. This strategic plan will serve as the county's focused roadmap throughout 2020 and beyond.

The community's identification of the following five (5) critical areas of focus needed to support Rockdale's quality of life and economic development have been prioritized and detailed within the attached "Envision Rockdale Strategic Plan", and are reflected below:



Rockdale County's "Envision Rockdale Strategic Plan" focuses heavily on county wide economic development via the identification and growth of employment opportunities by aggressively inviting, attracting, and sustaining more retail, service, commercial and industrial operations across Rockdale County. Additionally, the strategic plan seeks to proactively identify and develop educational and technology-based partnerships and training opportunities that will strengthen and enhance the knowledge base and skill set of Rockdale County's workforce. These are just two (2) of the economic development strategies that will drive and deliver Rockdale County's vision of being a major economic development player within the State of Georgia – not just a major player in the Greater Atlanta area!

The community's thoughtful and insightful input into our strategic plan has been invaluable. Thank you for all that you do for Rockdale County.

Passionate about people; persistent about progress.

Respectfully,
Chairman Oz Nesbitt, Sr.
Rockdale County Board of Commissioners

Meet Rockdale County's Elected Officials



This strategic plan is the first step in crafting a vision for Rockdale County. It is a collaborative effort that sets the tone and priorities for the future, as well as gives guidance as to the wants and needs of the community.

Sherri L. Washington
Rockdale County Commissioner, Post 1



I am very excited about the collaborative work that has been done in developing a strategic plan for Rockdale County. Citizens, employees, elected officials were all engaged in the process. This document will guide decision making in Rockdale County for the next 5 years.

Doreen Williams, Ed.D
Rockdale County Commissioner, Post 2



Rockdale County Vision, Mission & Values

A clear vision of where Rockdale County wants to go is paramount to success. As the adage goes, “If you don’t know where you are going, any road will get you there”.

Rockdale County has designed a clear vision and purpose and are excited to implement it with you.

Vision

To create a vibrant, growing community where a high quality of life is supported by robust commercial growth and an educated workforce.

Mission

To provide a range of public services to the citizens and visitors of Rockdale County in a proactive, focused and team-oriented way.

Values

Rockdale County chooses to value certain ways of acting as we endeavor to implement the initiatives in this plan. We desire to work in a way that creates a positive culture that will help maintain and grow employee morale and tenure. We also desire to work using values that support the desires of the community.



Values



Dependability / Reliability

Rockdale County employees and team members will stand by their word and will deliver on their promises the first time.



Innovation

Rockdale County values innovation and going about our work in a way that is creative and gets the end result, even if we have to go outside the typical government approach. We want to innovate for you, our citizens, so you receive better value.



Motivation

To do Rockdale County's job well for citizens, we will be motivated and excited about the initiatives we are working on. We will motivate each other and motivate those around us to focus on results and get those results in a way that values people.



Listening

Rockdale County is dedicated to listening to our citizens, our co-workers, developers and visitors so we learn what their core needs and perspectives are. If we don't listen, we will disrespect others and not learn what they need or want or how they can contribute to our county's success. We commit to listening to each of you so we can empathize and respond well.



Teamwork

Rockdale County believes there is no "I" in team. If we don't operate as a unified team, it will take more time and effort to achieve results than we have. We will trust each other, deal with conflict well, commit to our goals, be accountable and focus on results. Our team dynamic is critical to our success.

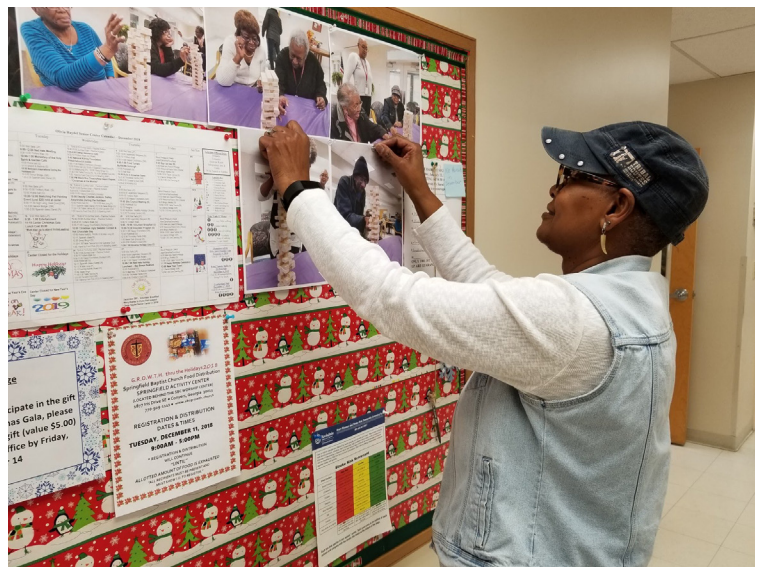
Rockdale County Strategic Statement

Envision Rockdale Strategic Plan in Summary Form

During years 2019-2024, Rockdale County will focus relentlessly on growing jobs through attracting company relocations and expansions so that we can grow our tax base and further invest in infrastructure, efficiencies and public safety to improve the quality of life for our citizens.

Secondarily, we will focus on improvements in workforce development as it directly supports a vibrant economy. We will do our part to encourage improvements in education in the county and workforce development so that as companies move to Rockdale County, we have the kind of workforce they desire.

Lastly, we will take care of the least among us through education, awareness and convening of teams and alliances that can address the needs of the disadvantaged.



Summary of Envision Strategic Plan Summary

Consultant Comments

InnerComm Group, the consultant engaged to assist in the development of this plan, has had a front row seat to listen, ask questions, watch and consider the future path for Rockdale County. Three ideas resonate as our firm has worked with citizens, staff and elected officials over the past several months: Forward Momentum, Focus and Trust.

FORWARD MOMENTUM

Rockdale County has lagged behind nearby counties in terms of tax revenue growth and job growth over the last few years. Hence, the revenues needed to provide incremental services are limited. As a result, the county must intensely focus on growing the local economy which will then help fund current and future improvements in key areas. Conversely, where economically possible, the county must make needed improvements to roads, sewer, water and stormwater systems to better support economic growth.

The areas of forward momentum for the county in this 2019-2024 Strategic Plan are:



“STATUS QUO” IS NOT A VIABLE OPTION

By far, citizens and elected officials have a growth and innovation mindset. However, some residents may wonder why the county should pursue growth or attempt to improve the quality of life. Some residents may desire a “status quo” in the community – “Do we really need growth?”, some have asked. This mentality has several significant challenges:

- Inflation and increasing citizen needs (desire for more parks, for example) create a requirement for additional revenues. Without economic growth Rockdale County will be forced to utilize its financial reserves.
- All infrastructure deteriorates and becomes obsolete over time. Frequent maintenance, replacement, and improvement must be provided to foster economic growth and to protect public safety, property, and the environment.
- Young families, retirees, businesses and others tend to move to communities that are thriving where investments and improvements are being made. When that occurs, it drains whatever economic momentum Rockdale has developed, causing further financial challenges.

To address the county’s financial reality and grow to reach the vision, Rockdale County needs to expand its business, commercial and industrial markets. These added revenues will then help to offset the growing demands for more parks, increased services, more infrastructure and better facilities.

FOCUS

This plan is intended to create focus for staff, elected officials and citizens....to focus the energy, resources, and vision around a few key areas. The enemy of focus is a 'shot-gun' style of leadership that takes on new projects because they "sound good" or starting unrelated initiatives on a whim or for political reasons. It will be paramount that Rockdale citizens not add to this plan as it will dilute the intended outcome and will only serve to slow down the economic growth that is needed to thrive.

TRUST

There is a growing unity in Rockdale County as it relates to the public's trust of government, but there are still some feelings of mistrust for government by some citizens. Elected officials and staff must continue to set clear goals and then deliver on commitments to grow trust. Citizens must make the choice to support this plan, so that one voice can emerge. Continued mistrust, for issues of the past, will greatly hamper the county's ability to move forward.

As an outside consultant we have witnessed a staff team that works hard to reach goals and one that has good chemistry. We believe the elected officials have good intentions for the community and are committed to results. We encourage all parties to remain focused, meet commitments and that over time we expect the trust to grow.

Bill Stark, President
InnerComm Group





WALK OF



HEROES



GREATER LOVE HATH NONE THAN THIS, THAN TO LAY DOWN ONE'S LIFE FOR HIS FRIENDS.



The background image is a photograph of the Rockdale Courthouse, a classical building with a prominent clock tower and columns. An American flag is visible on the left. The entire image is covered with a semi-transparent red overlay. The title text is centered in white.

Envision Rockdale Strategic Plan

Summary of Envision Rockdale Strategic Plan

Top Priority County Objectives

This short section will provide a high-level overview of the most vital changes and projects that the county is undertaking to help it achieve its vision. Additional goals and projects are outlined at the end of this document, but these are the most vital to our success.

As mentioned earlier, the county has determined to be intentional and make investments, provide focus and increase dedication to a few key areas, in order to best accomplish its goal of becoming a vibrant economy, with a highly trained workforce and high quality of life.

Those key strategic focus areas are:

**Infrastructure &
Transportation**

**Economic
Development**

**Quality
of Life**

**Education &
Workforce
Development**

**Social
Investment**



Envision Rockdale Strategic Plan

INFRASTRUCTURE & TRANSPORTATION

The following are planned infrastructure objectives that will help the county be better positioned for economic growth:

Water Department

- Construct the 3 million gallons per day Snapping Shoals Wastewater Treatment Plant to support Rockdale County growth
- Complete county-wide implementation of the Automated Metering Infrastructure (AMI) program to help facilitate operational efficiency and cost savings
- Consolidate Rockdale Water Resources administrative and customer operations into one location
- Design two regional lift stations to decommission South Side facilities to support economic development and reduce operational costs associated with old facilities that have existed beyond their planned life cycle

Transportation

- Complete the Courtesy Parkway Access Bridge over I-20 from Flat Shoals Road to Old Covington Highway
- Complete the Sigman Road Phase II widening Project
- Complete the Multi-Use Trail from east of Lester Road to Irwin Bridge Road
- Complete roundabout at Klondike/McDaniel Mill/Hurst Roads and High-Mast Lighting at Salem Road Interchange at I-20 and Sigman Road Interchange at I-20
- Ensure that State Department of Transportation (DOT) Salem Road widening project is completed
- Ensure that State DOT Interchange Improvements at I-20 and SR 138/20 are completed

Stormwater Management

- Create a stormwater capital improvement plan and a sustainable funding mechanism
- Replace 14,000 linear feet of drainage pipe and associated infrastructure
- Hire additional field crew, engineering, and compliance personnel
- Create a unified environmental compliance and permitting agency within the County

Recreation and Maintenance

- Implement security upgrades to Courthouse based upon consultant recommendation
- Identify and determine long term solution to space issues in County Government offices
- Develop and fund a Facility Maintenance Plan to meet safety and ADA improvements



Envision Rockdale Strategic Plan

ECONOMIC DEVELOPMENT

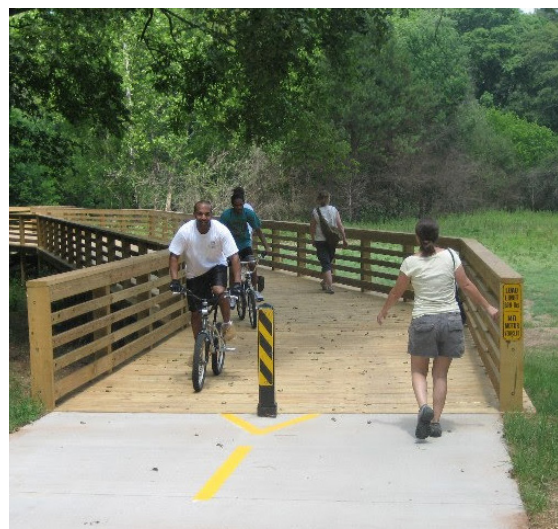
- Continue to work toward the development of a new Courthouse and Administration facility
- Put in place regular activities that improve business retention and grow existing businesses by 20% over the next 4 years
- Develop tax incentive policies that attract and support new development
- Develop a common, unified and attractive brand message and marketing materials for visitors and developers
- Complete an economic development study of two major gateways to move toward a multi-use development (Sigman Road and Salem Road)
- Nurture relationships at state level and pursue new business startups in Rockdale County
- Maximize mixed use development in targeted areas
- Conduct Planning and Studies to Facilitate Economic Development Efforts
 - » Sigman Road Corridor Study
Completion 2019
 - » Sigman Road Design Guidelines
Completion 2020
 - » Milstead Village Master Plan
Completion 2019
 - » Economic Development Strategic Plan *Proposed completion 2020*
 - » Business Incentive Program
Proposed completion 2020
 - » Salem Road Corridor Study
Proposed completion 2020/ 2021
 - » Salem Road Design Guidelines
Proposed completion 2020/ 2021
 - » Update/ Rewrite Unified Land Development Codes
Proposed completion 2021
 - » Arts and Culture Master Plan
Proposed completion 2022
 - » Rental Registry/ Inspection Program *Implementation 2022*
 - » Comprehensive Plan
Completion 2023



Envision Rockdale Strategic Plan

QUALITY OF LIFE

- Enhance parks with \$3.4 Million dollars of SPLOST Parks & Recreation Projects
- Design, fund and build PATH connector from Monastery to Johnson Park to increase connectivity from Lithonia to Downtown Conyers
- Construct, furnish and staff South Side Senior Citizens annex to improve services for our growing elderly population
- Increase and improve marketing of community events, arts and cultural opportunities
- Develop and implement a Rockdale County Beautification and Maintenance Plan to enhance several county gateways along I-20 and other major roadway entrances
- Improve operations and maintenance of the County's Code Enforcement and Community Improvement Teams, with the goal of assuring a more positive appearance by improving Community Beautification.
- Construct Fire Training Facility and additional stations to improve services to a growing population



Envision Rockdale Strategic Plan

EDUCATION & WORKFORCE DEVELOPMENT

- Attract a 2-year or 4-year post-secondary education facility in Rockdale County by 2023
- Implement Rockdale Training Academy to continue to educate staff so they can better serve the citizens and visitors of Rockdale County
- Utilize Rockdale County Resources to cooperatively work with the Rockdale County Public School system to increase student test scores in math and english by promoting and participating in mentoring and other support programs for students at critical grades
- Improve Work Force Development



Envision Rockdale Strategic Plan

SOCIAL INVESTMENT

- Grow diverse housing options and implement zoning requirements for emergency and transitional housing
- Form Steering Committees that help aggregate the various support agencies into one cohesive offering for homeless and those with addiction and mental health issues
- Continue to create robust jail diversion, treatment, and recovery programs to reduce load on the criminal justice system
- Partner with the County Health Department and other organizations to increase mental health education in the community, raise awareness, and reduce the stigma surrounding mental health and addictive disease disorders, including when, where, and how to seek treatment.



The background image is a photograph of the Rockdale County Courthouse, a large, classical-style building with a prominent clock tower and columns. An American flag is visible on the left. The entire image is covered with a semi-transparent red overlay. The title text is centered in white, bold, serif font.

Citizen & County Leadership Input to Envision Rockdale Strategic Plan

Citizen & County Leadership Input to the Envision Rockdale Strategic Plan

Citizen and County Leadership Input

- Citizen survey statistical results
- Community Input from Town Hall Meetings
- Administrative & Elected Official Input

One of the keys to any planning process is to listen well to stakeholders and then apply resources, timing and a future-orientation to the ideas expressed by those voices. When this happens well, a plan is created that aligns to the desires of the citizens and meets expectations based on timing and funding.

In creating this plan, Rockdale County held one-on-one and group sessions with elected officials, county department heads and facilitated multiple Town Hall sessions so that the voices of the community were heard.

The county also launched an in-depth survey to seek the input and interest level of citizens and visitors to important areas.

Meetings with internal county administrative leadership involved discussions around vision, mission, values and strategic priorities. We also gathered both qualitative and quantitative input from citizens and visitors so we could ensure that the internal initiatives were in alignment with the community's input.

The fifth Town Hall was designed to gain final input and share details of the draft plan.

During the Town Hall meetings we asked citizens to provide their insights and "needs list" around:

- The county's strengths, weaknesses, opportunities and threats
- Which focus areas of local government were of most importance in their view
- What specific needs they observed in the community

Five Town Halls were held where Rockdale County received direct qualitative input from **over 225** citizens and stakeholders:

Thursday May 9th
Town Hall Meeting #1 - Commissioner Washington

Thursday May 16th
Town Hall Meeting #2 - Commissioner Williams

Thursday May 23rd
Town Hall Meeting #3 - Chariman Nesbitt

Tuesday June 18th
Town Hall Meeting #4 - Pastor and Churches

Thursday June 20th
Final Town Hall Meeting

Community Input : Citizen Survey

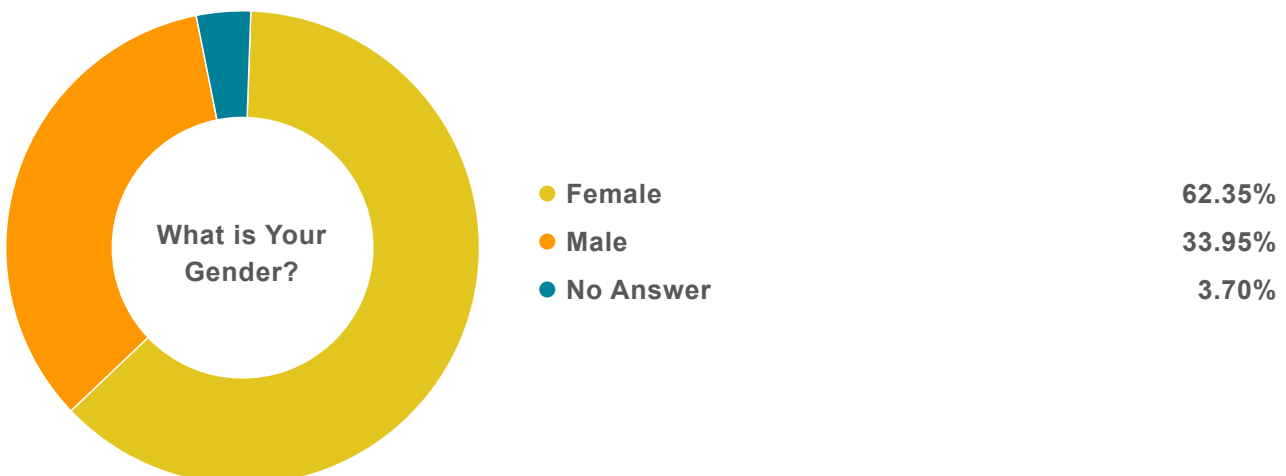
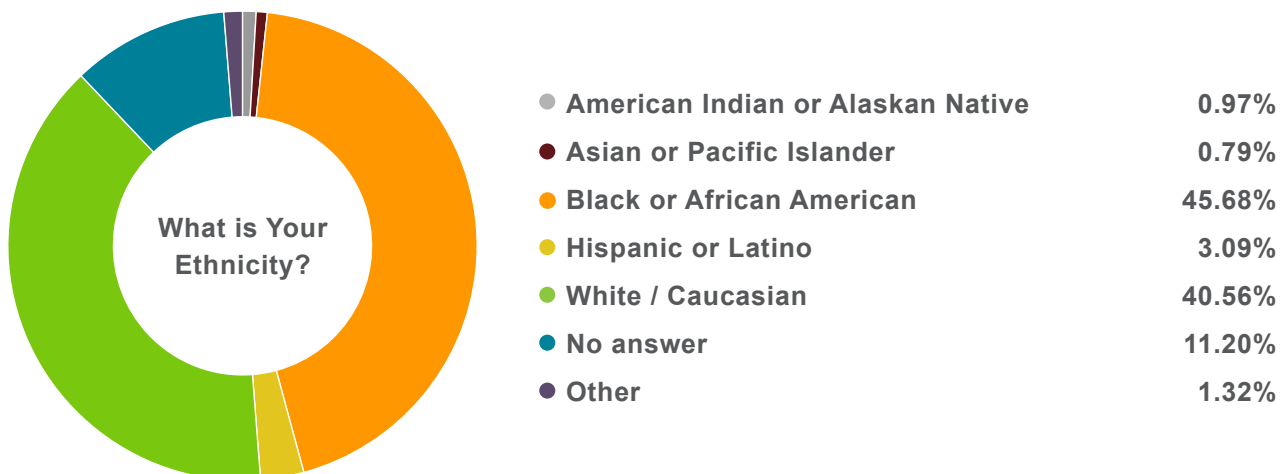
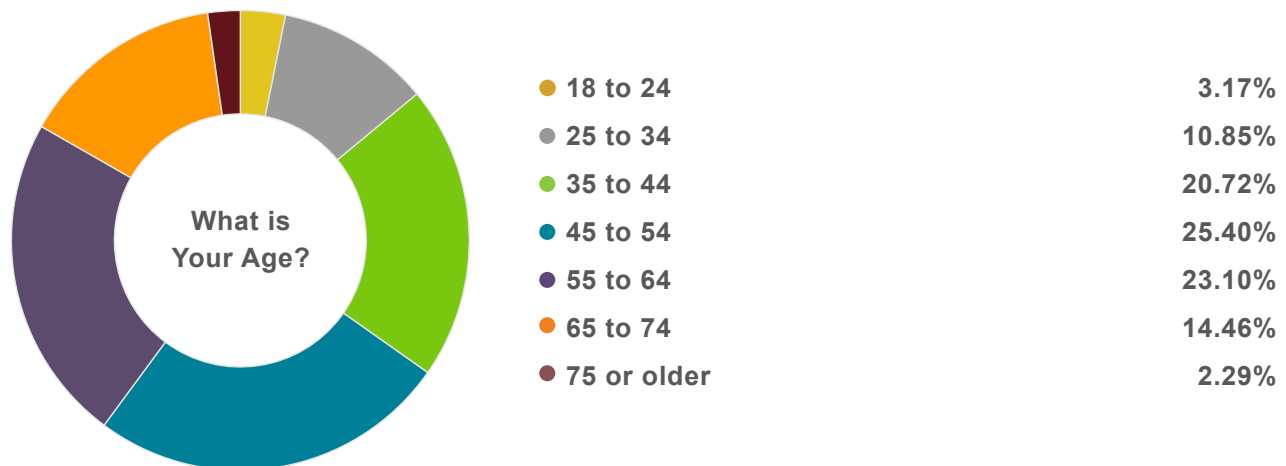
In the online survey, citizens spoke enthusiastically about the positive aspects of Rockdale County and they also voiced their concerns.



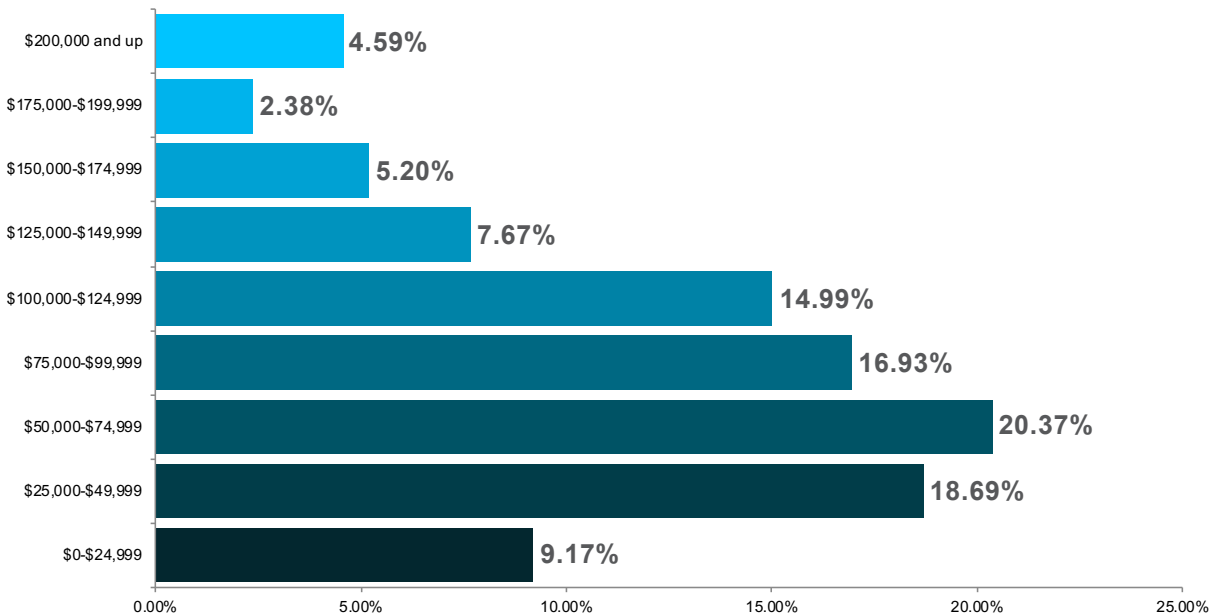
Citizen Survey Statistical Results

In the online survey, citizens spoke enthusiastically about the positive aspects of Rockdale County and they also voiced their concerns. Below are several charts that provide a summary of the survey data you provided to us.

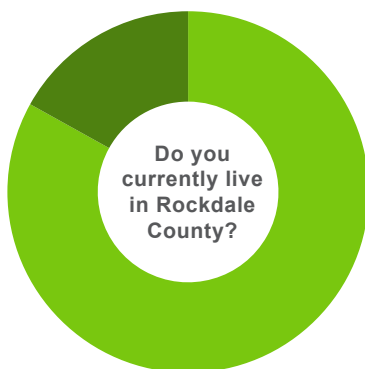
Outlined below are summaries of the survey results taken by more than 1,200 citizens and visitors from May 1 – July 1 and a summary input from those public events.



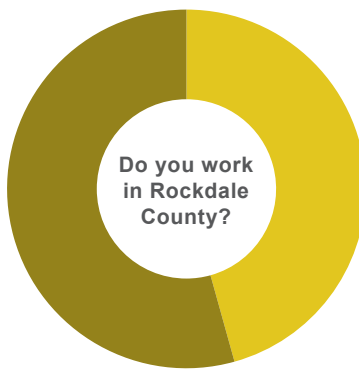
What is your approximate average household income?



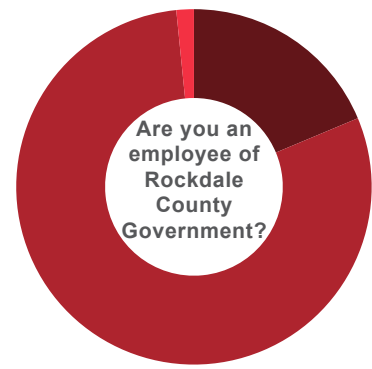
Do you currently live and / or work in Rockdale County?



● Yes 83.07%
● No 16.93%



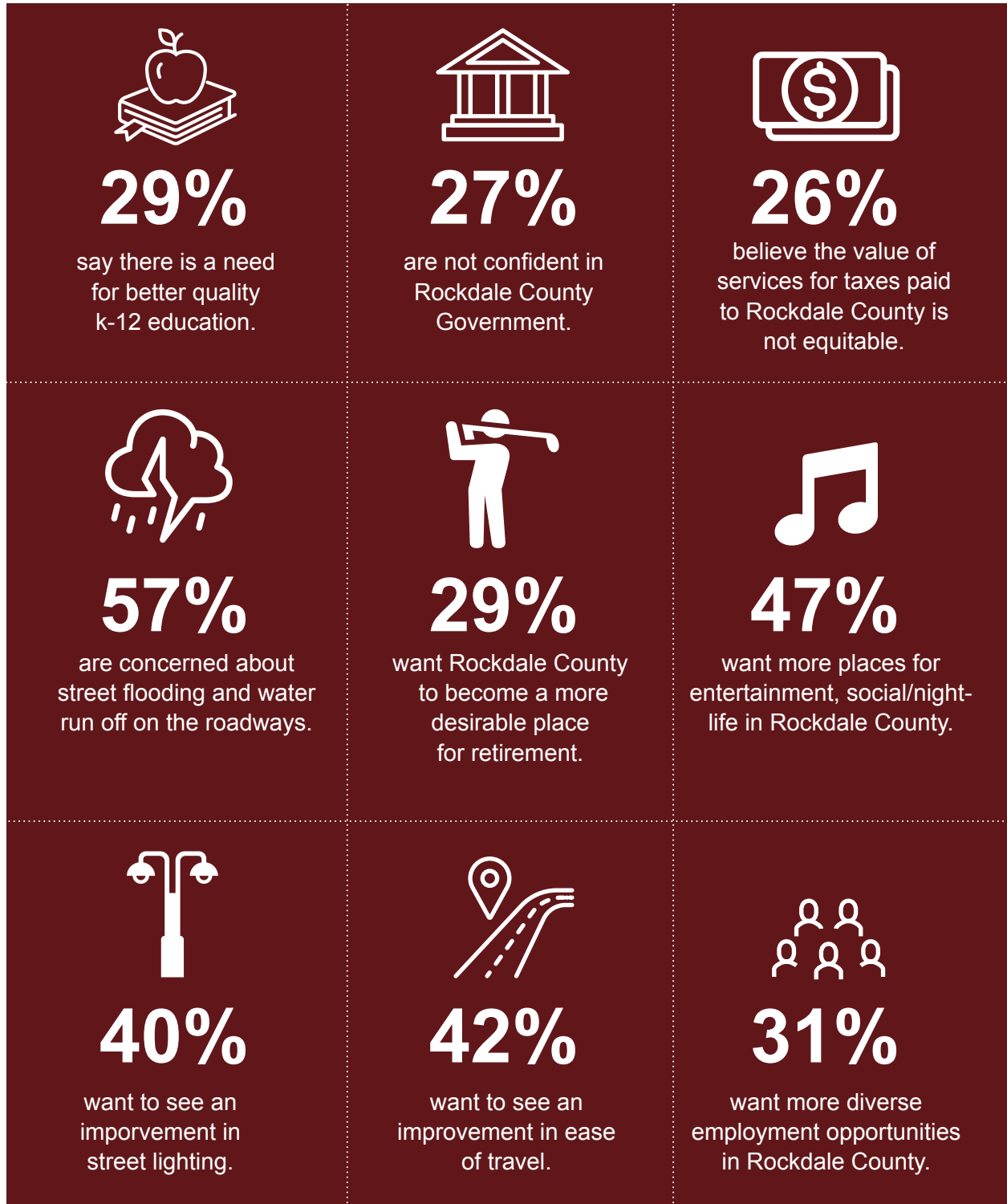
● Yes 45.68%
● No 54.32%



● Yes 18.69%
● No 79.72%
● Former Employee 1.59%

... And What Do Residents Want to Improve About Rockdale County?

These are the top 9 negative responses about Rockdale County from the same survey.
Complete survey results are in Appendix A.



What Do Residents Love About Rockdale County?

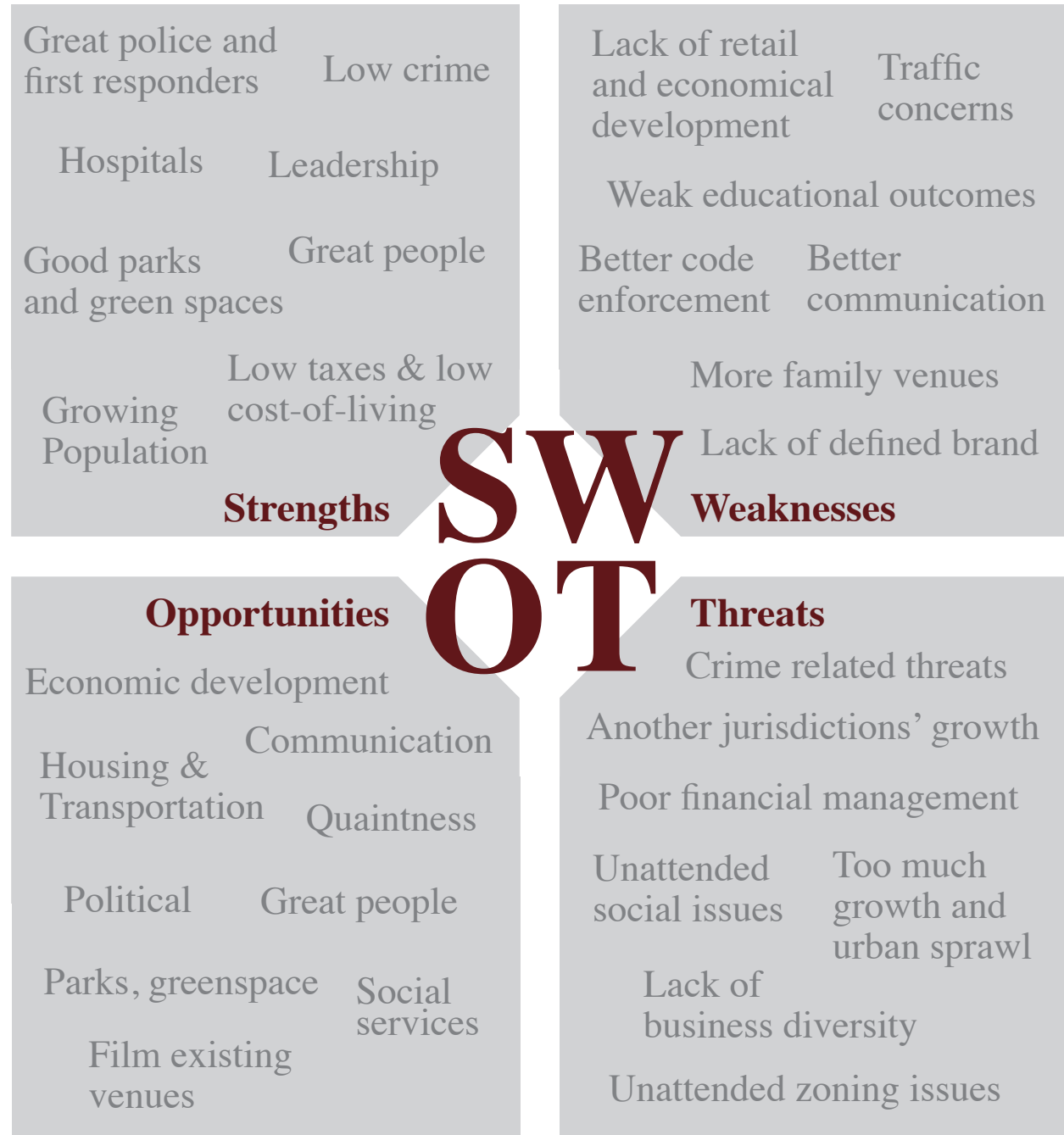
These are the top 9 positive responses about Rockdale County from a survey of residents.
Complete survey results are in Appendix A.



Town Hall Community - Driven SWOT Analysis

Three town halls and a final Town Hall celebration event were held to listen to the ideas and concerns of citizens as this strategic plan was being developed. Citizen and visitor comments, in many ways, were in sync with the direction of the county. Below are the strengths, weaknesses, opportunities and threats (SWOT) for the county that citizens contributed when asked.

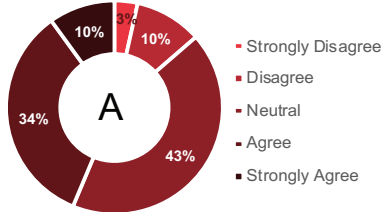
-Full SWOT Analysis See Appendix



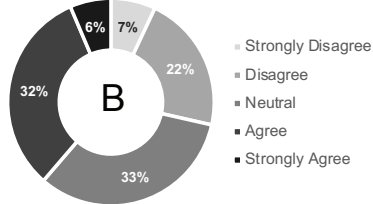
Citizen Survey

Rate the following statements on a scale from 1-5, 1 being strongly disagree and 5 being strongly agree

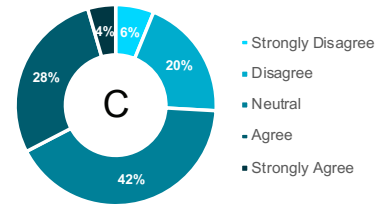
Our community is a great place to work



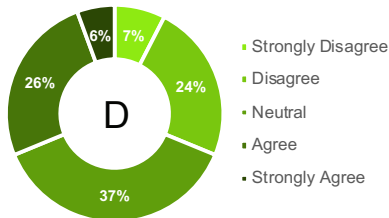
Quality of recreation opportunities, programs and/or classes in the county is sufficient



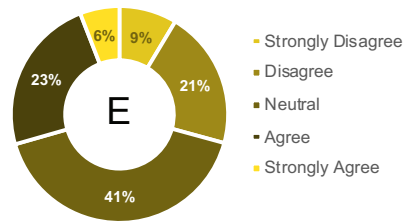
Rockdale County has a solid, high-quality workforce



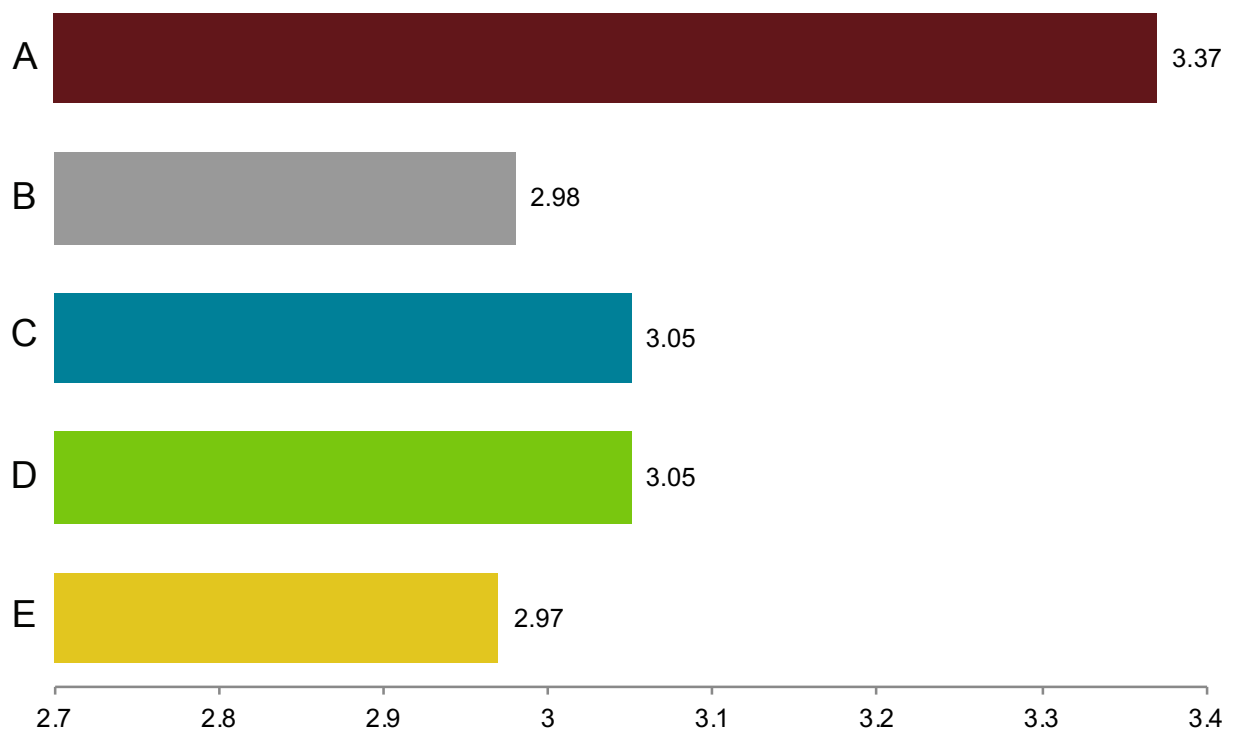
There are ample and diverse employment opportunities in Rockdale County



Quality of K-12 education is excellent



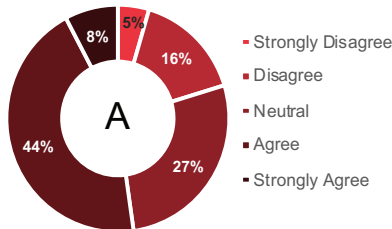
Weighted Average



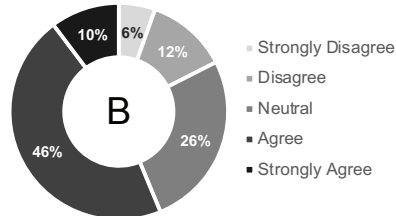
Citizen Survey

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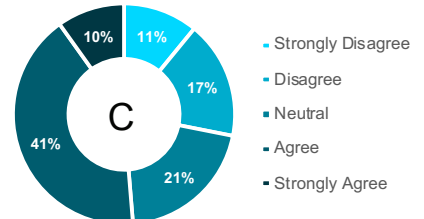
The services provided by Rockdale County are sufficient to meet my needs



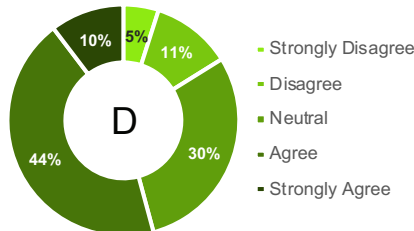
Rockdale County Government facilities are safe, easily accessible and functionally efficient for conducting personal or professional business



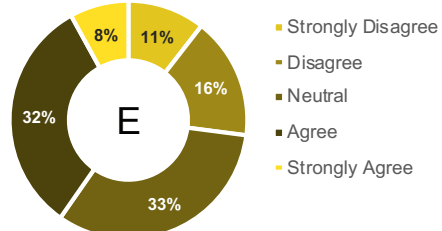
The overall appearance and cleanliness of Rockdale County is pleasing



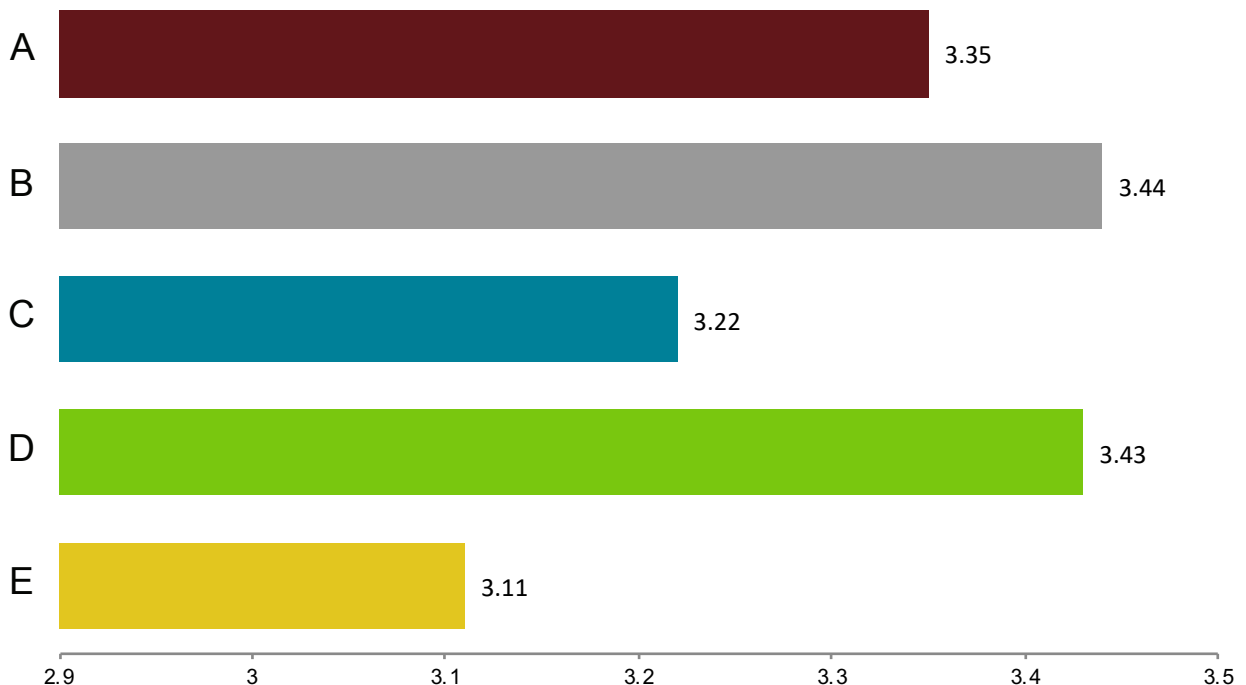
The overall customer service by county employees is outstanding



I am confident in the Rockdale County Government



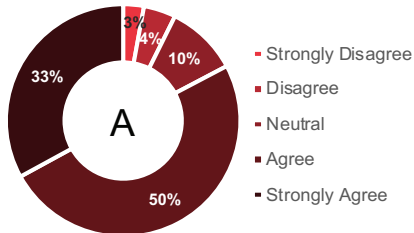
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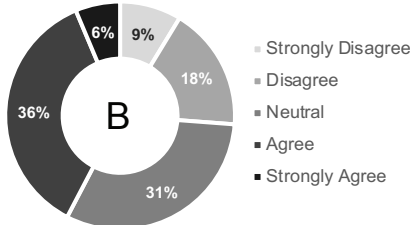
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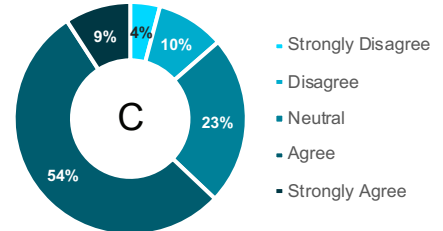
I shop and do business in Rockdale County



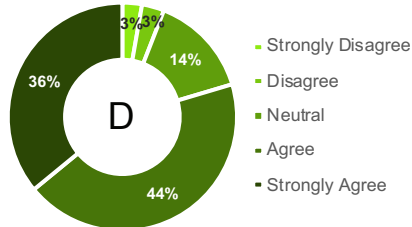
The value of services for the taxes paid to Rockdale County is equitable



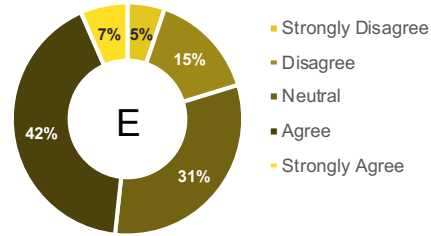
The overall cost of living in Rockdale County is affordable



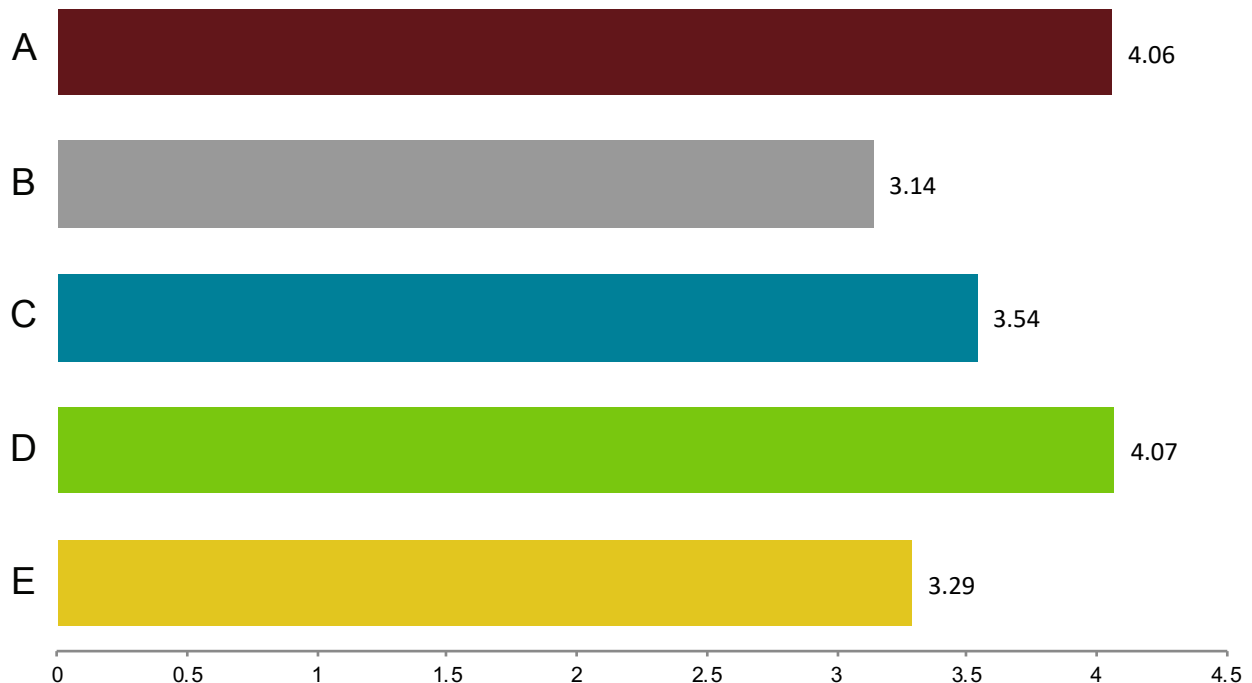
Additional investments in economic development and infrastructure are needed in my community



The overall economic health of Rockdale County is improving



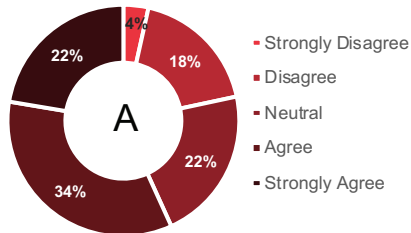
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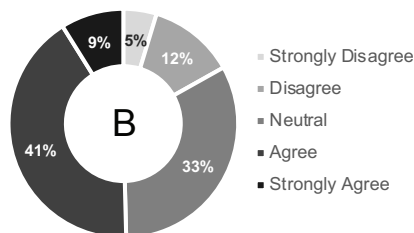
Citizen Survey

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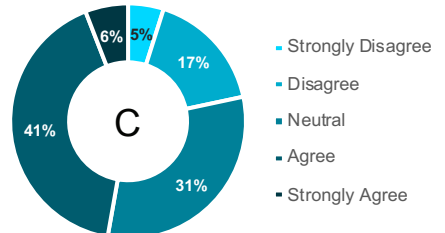
I am concerned about street flooding and water runoff on our roadways



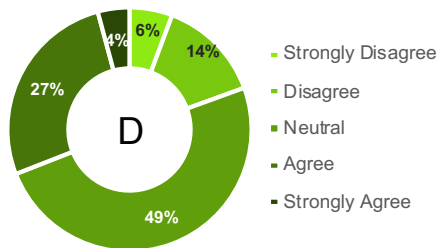
Rockdale County works to preserve quality natural areas



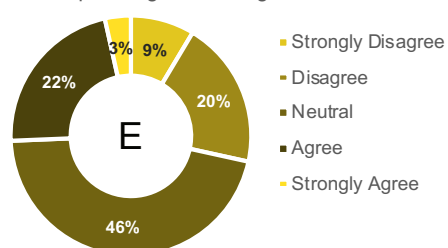
The County of Rockdale has quality business and service establishments



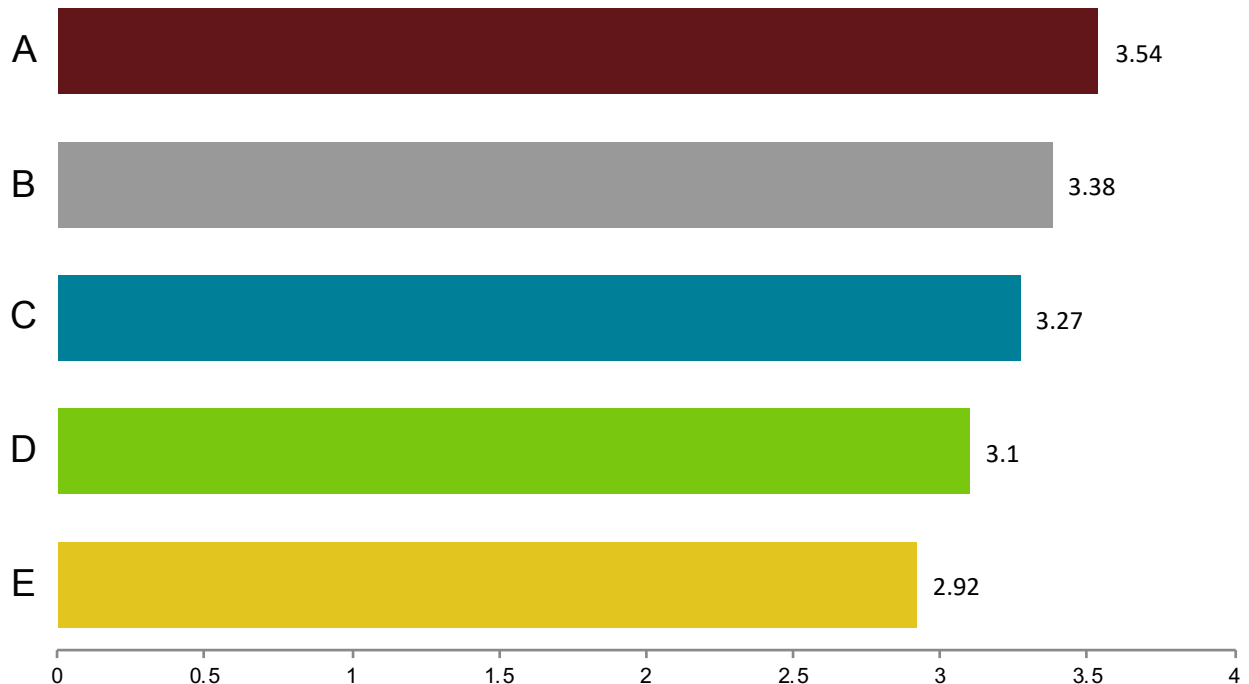
The county supports sustainable practices



Rockdale effectively uses land when planning and zoning

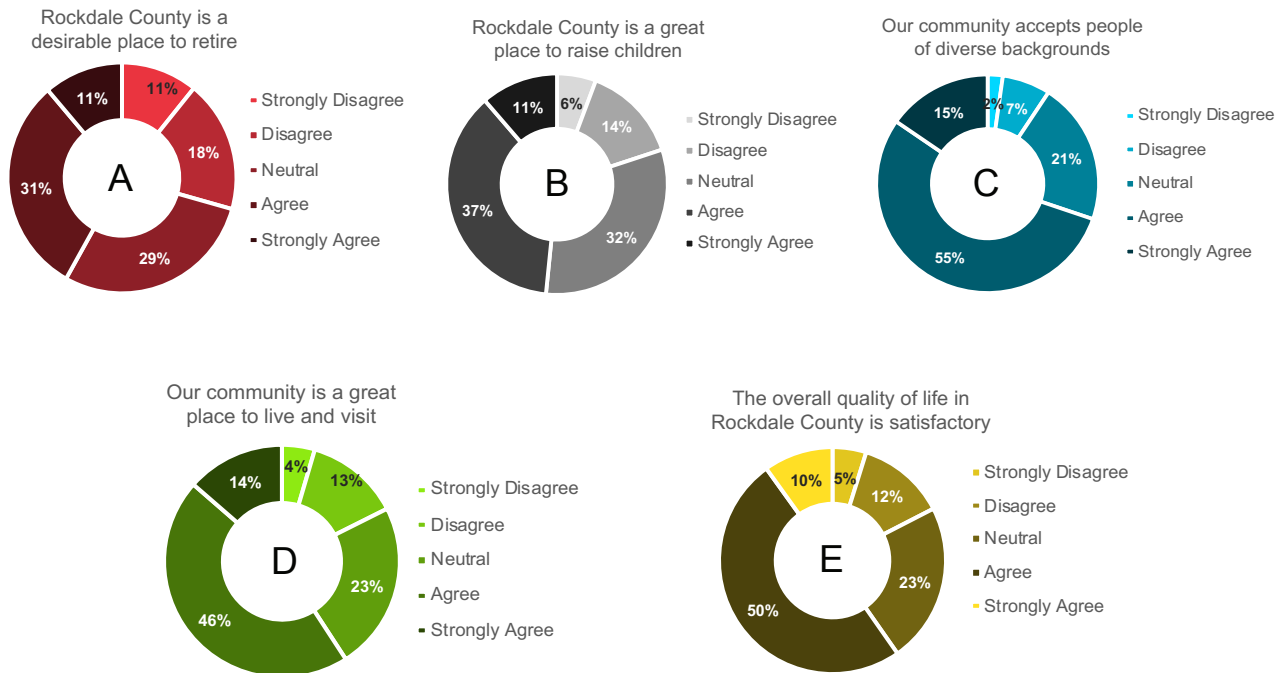


Weighted Average

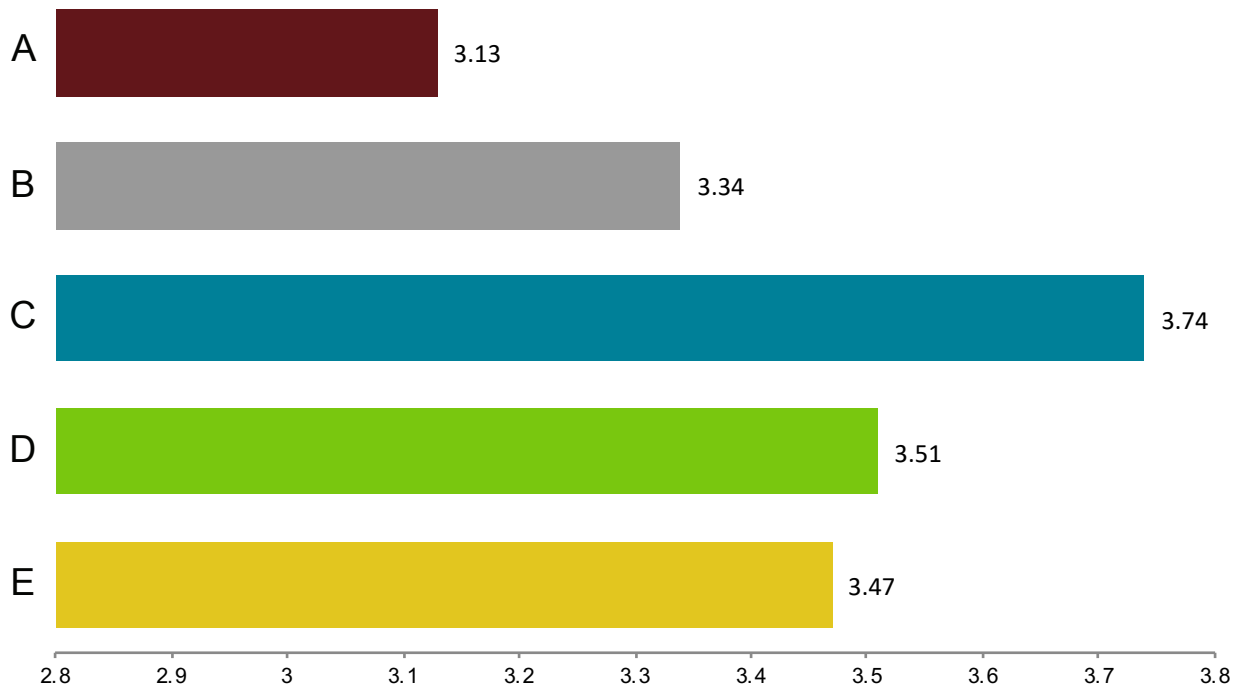


Citizen Survey

Rate the following statements on a scale from 1-5, 1 being strongly disagree and 5 being strongly agree



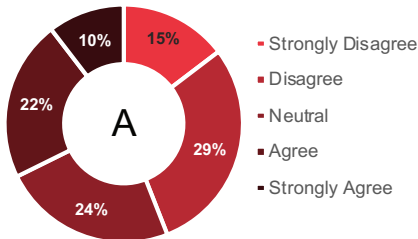
Weighted Average



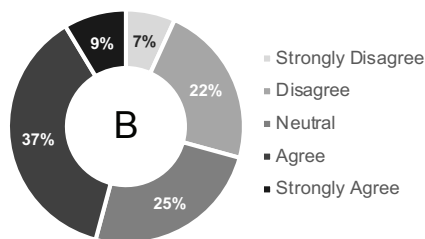
Citizen Survey

Rate the following statements on a scale from 1-5, 1 being strongly disagree and 5 being strongly agree

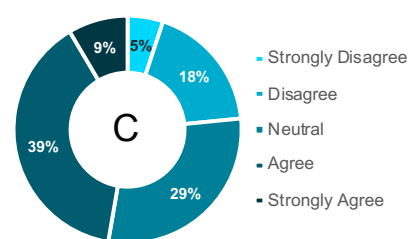
There are places for entertainment, social / night life and fun in Rockdale County



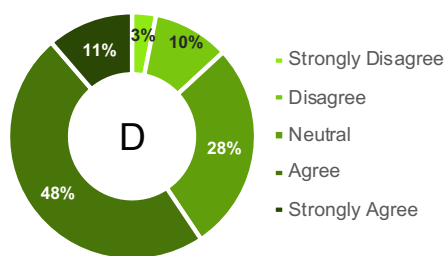
There are numerous public spaces where people want to spend time within the county



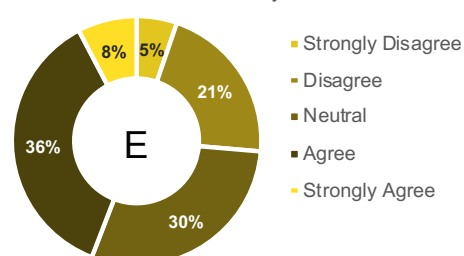
There are diverse opportunities to attend cultural activities and social events in Rockdale County



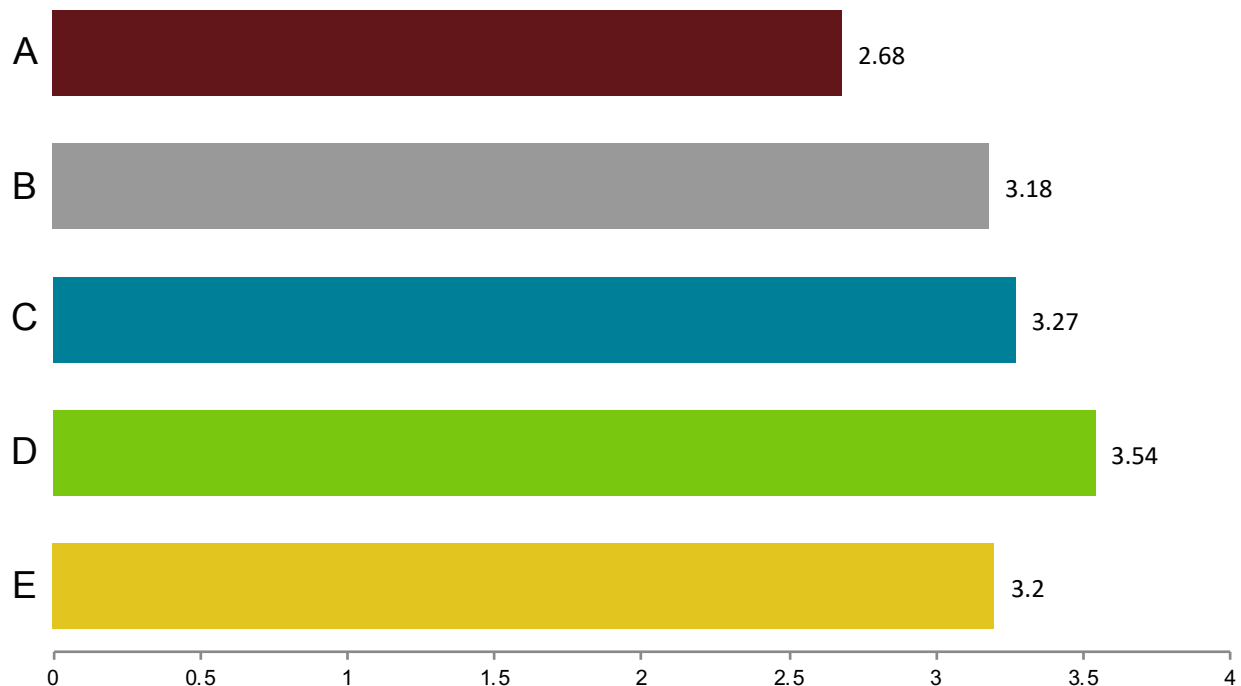
There are opportunities to participate in community matters in the county



There is a strong sense of community in Rockdale County

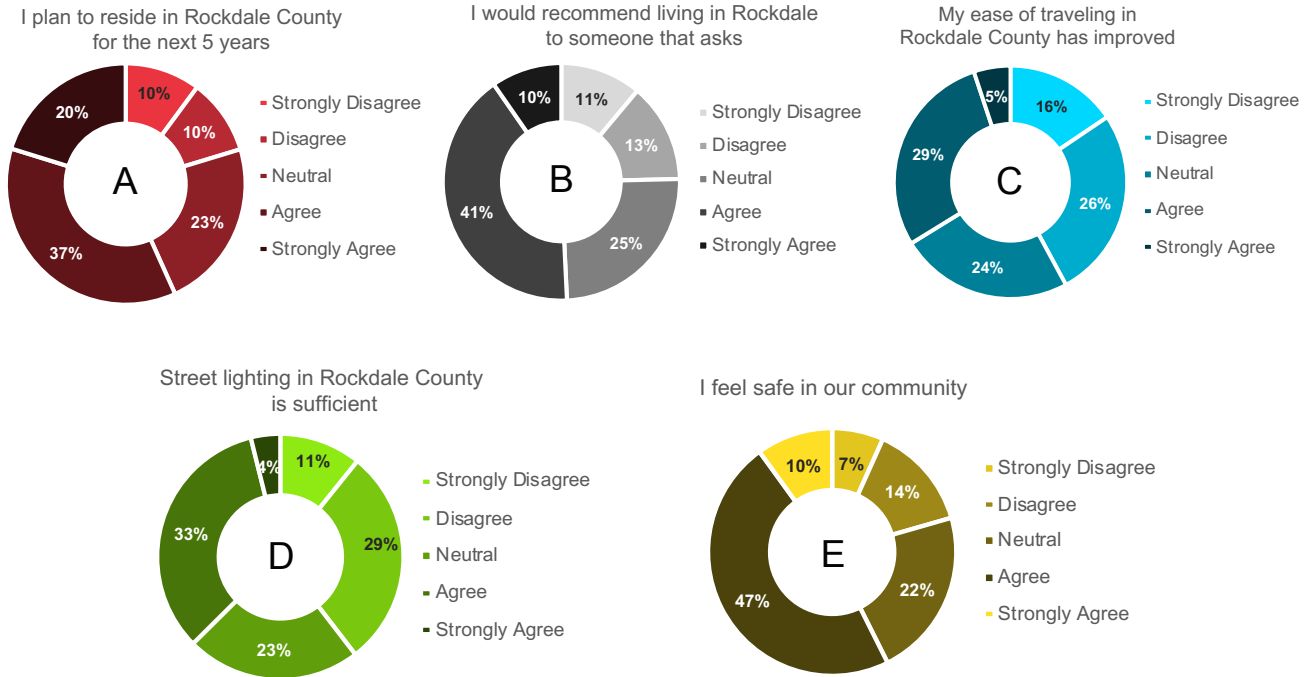


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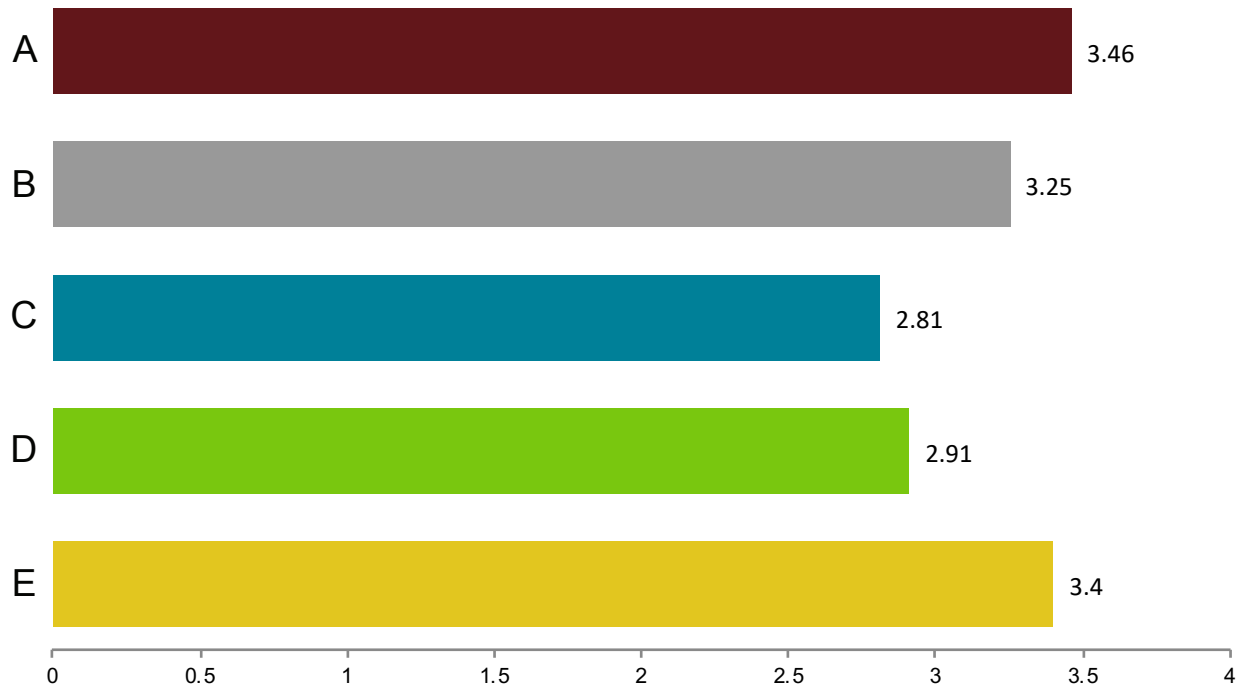


Citizen Survey

Rate the following statements on a scale from 1-5, 1 being strongly disagree and 5 being strongly agree



Weighted Average



Citizen-Led Project Ideas for Each of the Strategic Focus Areas

Following are actual citizen comments and project priorities gathered at five Town Hall meetings between April 2019 and June 2019.



Citizen-Led Project Ideas (Collected from 5 Town-Hall Meetings)



INFRASTRUCTURE

Citizen-Driven Infrastructure Needs and Initiatives

The largest area of citizen interest for citizens for the county was related to infrastructure to reduce system failure and assist with economic development.

- Well-constructed projects and well executed capital budgets
- Desire tax dollars to be used appropriately for infrastructure needs
- Water repairs in the county to be prioritized
- A new courthouse / county facility
- Improvements and expansion of the sewer system (including odor from the sewer plant)
- A plan for making stormwater improvements
- Culvert repair and replacement
- Increased lighting on major roads
- More sidewalks for safety and healthy living purposes
- Increased use of vacant buildings
- Better coordination in codes between City of Conyers and Rockdale County
- When possible, buried utilities



ECONOMIC DEVELOPMENT

Citizen-Driven Economic Issues Needs and Initiatives

After transportation and infrastructure priorities, Citizens asked for more county initiatives focused on growing the economy and bringing in new attractions and retail venues for the county.

Below are specific areas of interest:

- Construction of a multi-purpose multi-use development, north side development, mixed use development near the Horse Park area, new construction near Costley Mill
- Construction of a community green space and amphitheater and a desire to first fill the Horse Park Arena to demonstrate community demand and more community events
- Affordable rent for small businesses
- More venues and establishments for

entertainment, rejuvenate strip centers so they are more appealing, more family-oriented establishments, more and better dining and restaurants, more health-oriented businesses and high-end groceries and a farmers market

- Expand job creation and businesses and industries, improve business zoning
- Regular support of small businesses with a monthly appreciation day
- Partner with other cities and counties to learn and grow regarding growth, improve options for transportation and airport shuttle
- Development of more summer jobs for youth and focus on improving the workforce so they can support new industry



TRANSPORTATION

Citizen-Driven Transportation Needs and Initiatives

Citizens desired the following services and improvements related to transportation:

- Investigation to pursue commuter service in county and light rail or Marta
- Repair of traffic hotspots such as 138/I-20, traffic signals at Miller Chapel and 138, traffic at the Davis Middle School area, Pinelog and Railroad area, Union Church / East Fairview (138)
- Education of citizens for how to use roundabouts and to engineer properly-sized roundabouts
- Better flow of traffic at Salem Road traffic, better synchronization of lights, general road widening and better street lighting



SOCIAL ISSUES

Citizen-Driven Social Issues Needs and Initiatives

Citizens were direct and animated in their desire to improve the social fabric of the community through better coordination with existing agencies and new services for those less fortunate.

- Desire for thoughtful and purposeful planning of social needs in the community
- Improved education and communication to public of social issues and services
- Begin planning to address homelessness

Citizen-Led Project Ideas (Collected from 5 Town-Hall Meetings)

and mental health, drug infestation, homeless population

- Work with other agencies and organizations to improve and expand domestic shelters, homeless shelters, mental health / Veterans' facilities and senior housing
- Increase programming and activities for drug intervention programs, targeted focus groups, cultural programming, more activities for seniors, children's and families and a crisis unit
- Better enforce policy around rental homes to curb drug and gang issues as well as shutting down hotels that attract illegal activity



EDUCATION

Citizen-Driven Education Issues Needs and Initiatives

Even though the county government is not directly responsible for education in the community, citizens desired that the county assist the Rockdale Board of Education in several critical areas including retention of good teachers and improvements in education outcomes:

- Technology improvements such as expanding home Internet access for students and making school applications available after hours
- Improving communication to parents on needs and programs
- Grow programs to help students including mentoring programs, more attractive after school programs, training classes and internships for students in the county
- Continue the Rockdale County Student Talent Development Program partnership with the Rockdale County school system, which includes internship opportunities and a shadow day program providing development opportunities for the students of Rockdale County
- Attract a technical school or post-secondary school to Rockdale County
- Better support teachers with higher pay, innovative teachers and better hiring, and an experienced and innovative board of education
- Improve school safety and school discipline including anti-bullying

- Use focus groups to better understand the community's education needs
- Apply improvements for school system for the southside of the county as well as the north side



IMPROVE CITIZEN COMMUNICATION

During the Town Hall meetings citizens consistently voiced concerns about a perceived lack of communication to citizens from the county. They recommended more use of TV spotlights, increased messaging through the water bill, more use of Twitter/Facebook, more use of On Common Ground, increased email through use of Republican and Democratic email lists, use of churches, schools, HOAs, signage, branding campaign, newsletters and regular town halls.

OTHER PRIORITIES STATED BY CITIZENS

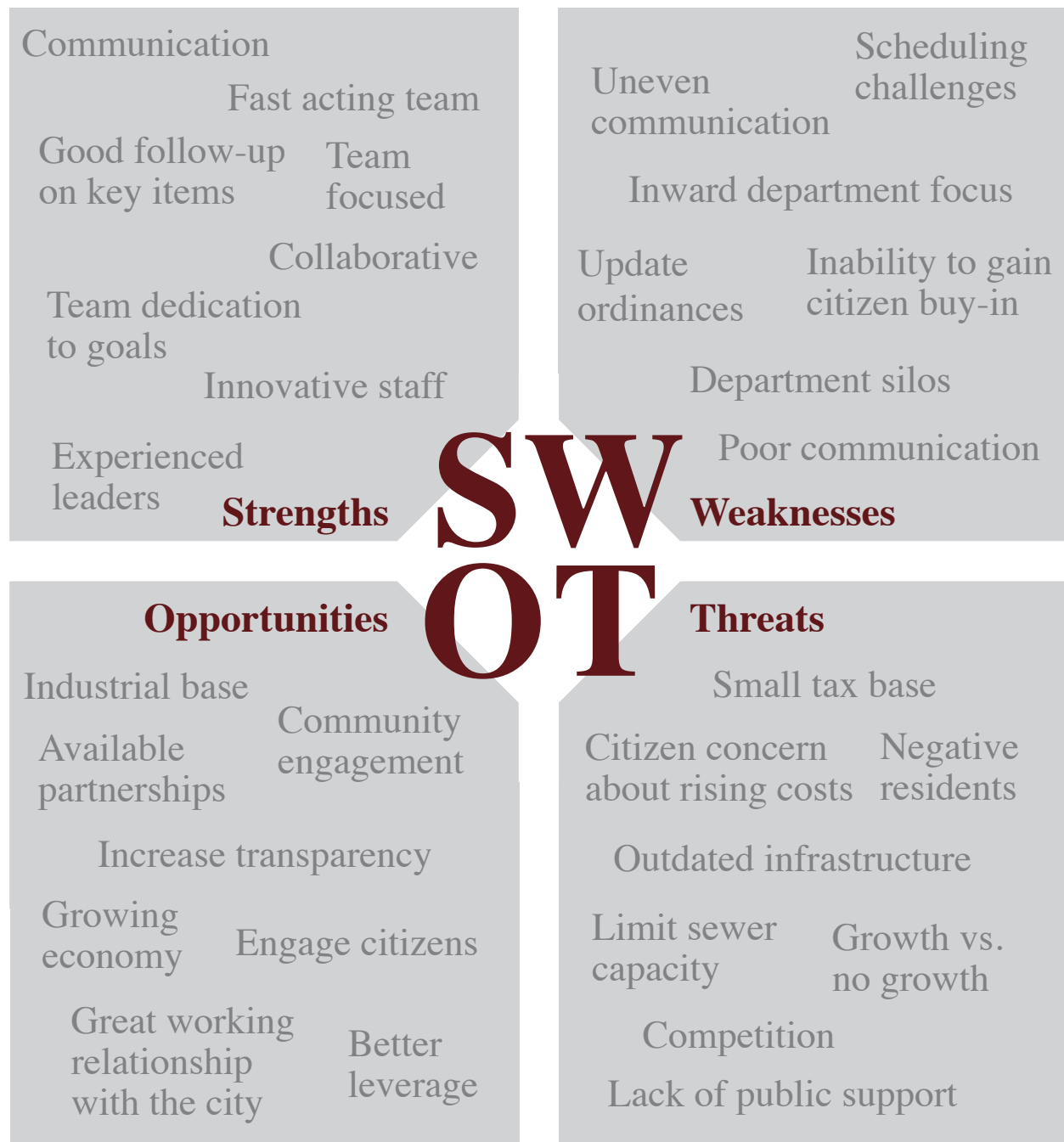
There was also strong sentiment for improvements in public safety, recreation and neighborhoods. Following are initiatives and priorities citizens voiced concerning these three areas:

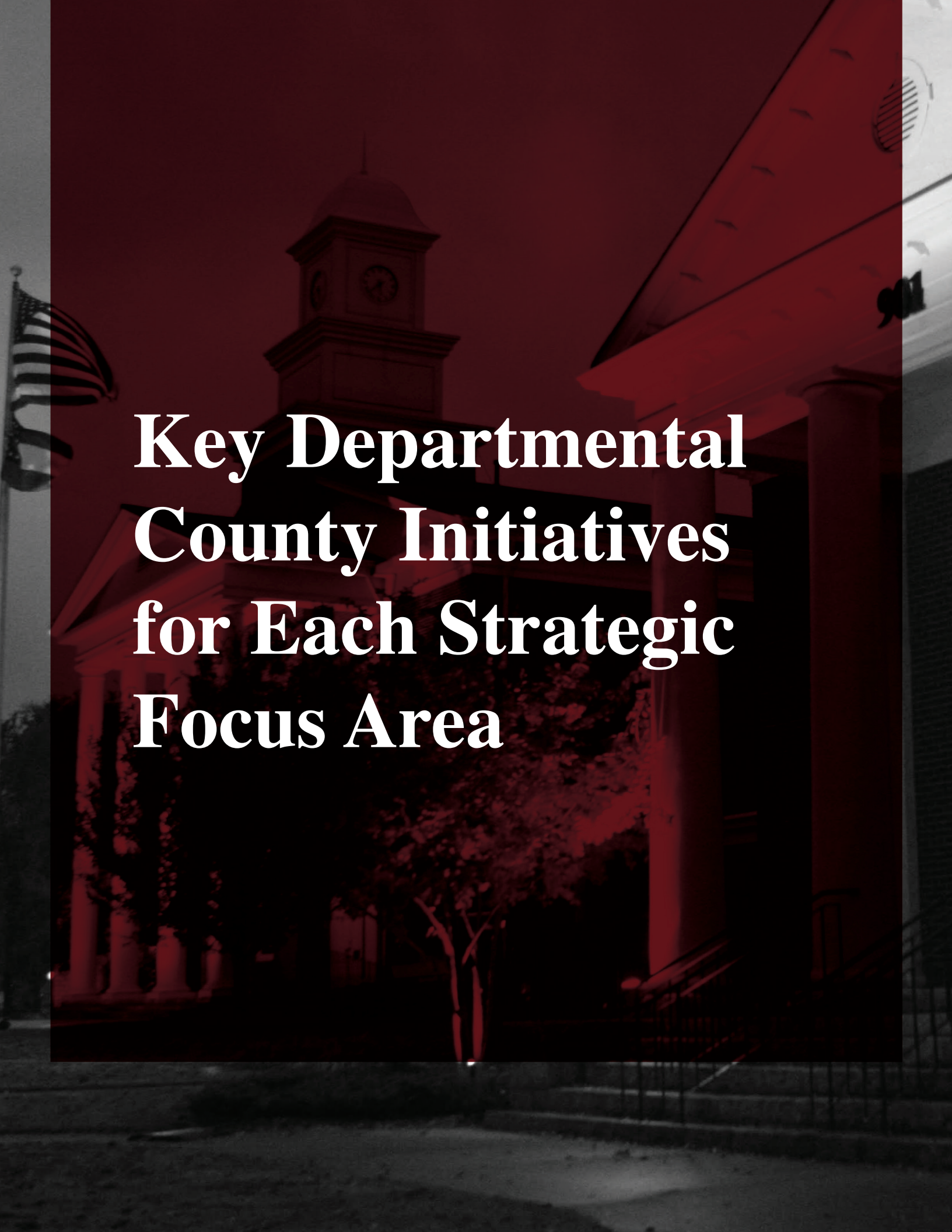
- **PUBLIC SAFETY PROJECTS AND DESIRES**
Hire more deputies, encourage more community policing, increase code enforcement, improved visibility (night-time lighting), retain law enforcement officers and first responders
- **RECREATION PROJECTS AND DESIRES**
More trails near the parks with proper lighting, addition of an outdoor pool and aquatic center, reduction of tennis fees to the public, more parks and park improvements
- **NEIGHBORHOOD PROJECTS AND DESIRES**
Increased flowers and streetscaping, more sidewalks, increased walking trails, bike trails, better street lighting, more benches and seating areas, cleaner roads, better code enforcement and preservation of the small town feel through maintaining current codes for large acreage, gardens and livestock.

Internal Rockdale SWOT Analysis Input

Elected officials and staff leadership provided input into a SWOT based on their existing structure and business approach. For the staff team to execute on plans at maximum effectiveness these strengths and weaknesses must address these challenges.

-Full SWOT Analysis See Appendix





Key Departmental County Initiatives for Each Strategic Focus Area

Major County Initiatives for Each Strategic Focus Area

We have outlined below key initiatives and projects that the staff and community will focus on during this planning period. Each department will contribute to the success of our strategic goals by advancing the projects and initiatives pertinent to each focus area. The completion of these initiatives will be dependent on the availability of additional county revenues.



Each department will contribute to the success of our strategic goals by advancing the projects and initiatives pertinent to each focus area.

Infrastructure & Transportation

The county's infrastructure, like many local governments, is in disrepair. While the county has competent and committed teams to execute infrastructure improvements, the lack of funding has hampered the kinds of improvements that are necessary.

The county is at a critical stage in addressing road, stormwater, public safety and other infrastructure needs. Sinkholes and other major inconveniences, and potentially life-threatening issues, are likely to continue if additional revenues and focus is not put on the infrastructure needs of the county. Developing the economy to grow the tax base will help resolve some of this deficit over the next 5-10 years.

Infrastructure improvements directly affect your safety, your ability to move about the county and your ability to enjoy the basic public services we provide like water and recreation.

Dept	Supporting Initiative	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
		2020	2021	2022	2023	2024
Fire & Rescue	Relocate Station #4 to improve coverage in central south area*				X	X
Fire & Rescue	Build New Station #11 to better serve southwest area*				X	X
Fire & Rescue	Build Station #12 to better serve the southeast part of county*				X	X
Fire & Rescue	Build new Station #10	X	X	X		
Fire & Rescue	Build County Fire Training Facility to increase in-house training capabilities	X	X	X		
Fire & Rescue	Build new 911 Center due to size limitations	X	X	X		

**Dependent on future SPLOST approval*

		Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
Dept	Supporting Initiative	2020	2021	2022	2023	2024
Transportation	Construct north and south connection in Rockdale County (complete bridge over I-20) (Courtesy Parkway)			X		
Transportation	Upgrade 138/I-20 Interchange					X
Transportation	Design and get ROW for Sigman Road Phase III & IV for better truck movement and economic expansion	X	X			
Transportation	Construct Sigman Road Phase II to accommodate more east/west movement and business use to I-20	X	X			
Transportation	Improve flow from I-20 heading south to Newton County on 162/Salem Road (depends on which plan is chosen)	X				X
Transportation	Re-build bridge at Honey Creek Road over Snapping Shoals Creek		X	X		
Transportation	Install safety lighting and video access at Sigman and Salem Road	X				
Transportation	Improve road safety near McDaniel Mill, Klondike and Hurst Roads with traffic circle	X	X			

		Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
Dept	Supporting Initiative	2020	2021	2022	2023	2024
Finance / Recreation & Maintenance	Complete lifecycle assessment of county-owned facilities to budget for improvements and improved building utilization	X				
Stormwater	Replace 14,000 linear feet of drainage pipe and associated infrastructure			X	X	
Stormwater	Secure revenue bond for urgent infrastructure needs	X	X			
Stormwater	Purchase necessary heavy equipment for field crew	X	X			
Stormwater	Conduct a utility rate study and a public relations campaign, to balance revenue with the desired level of service	X	X			
Stormwater / Finance	Explore the use of permit holds, license restrictions, etc. to reduce the delinquency of stormwater utility fees	X	X			
Water Resources	Build new \$25M wastewater treatment plant to support I-20 corridor (SW part of county) and construct a new pump station to transfer flows currently going to DeKalb County back to Rockdale County for cost savings		X			
Water Resources	Construct WWTP Pump Station to support new WWTP flow	X				
Water Resources	Build lift stations to eliminate 2 Package Plants to save operational costs of old plants and improve sustainability of system				X	X

		Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
Dept	Supporting Initiative	2020	2021	2022	2023	2024
Water Resources	Design Honey Creek Lift Station	X				
Water Resources	Design Scott Lift Station		X			
Technology Services	Refresh/replacement of all end point devices,	X	X	X	X	X
Technology Services	Construct new data center to support all county computing operations to improve security and sustainability of operations and maintain back-up data center locations	X		X		
Recreation & Maintenance	Upgrade fleet maintenance technologies to work on current large vehicles		X	X		
Recreation & Maintenance	Develop fleet replacement plan for county's aging fleet to improve safety and efficiency of vehicles	X				
Recreation & Maintenance	Develop facility maintenance plan to improve building safety and upkeep	X				
Recreation & Maintenance	Implement Asset Management Plan for facilities inventory and preventative maintenance	X				
Recreation & Maintenance	Complete Federal ADA compliance upgrades throughout county	X	X	X	X	X

Economic Development

The County's tax revenues over the past 15 years have lagged behind those of nearby counties. While home values are rising slightly, their growth in value produces relatively small gains in tax revenue. The county has been forced to use savings (reserves) in the past few years to balance its budget, but not so in 2019-2020. The county needs to focus any incremental energy, time and resources on expanding the commercial, retail and industrial areas to grow the tax base and allow for continued investment in infrastructure, public safety and quality of life.

Below are a number of key initiatives that the county will implement in order to grow the tax base and support the economic growth to come.

		Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
Dept	Supporting Initiative	2020	2021	2022	2023	2024
Planning and Development	Pursue development of Sigman Road, to include a mixed-use gateway to the south of I-20 through LCI grant	X	X			
Planning and Development	Assess and promote Rockdale County identity of uniqueness	X	X	X		
County	Build a "Community Administration Center" complex that serves to anchor the county's economic revitalization and increase community gathering space (Multiple funding sources required)		X	X	X	X
Public Relations	Create and implement a marketing strategy to promote tourism and day traffic	X	X			
Planning and Development	Identify and leverage current contributors and gaps to commercial development	X	X			
Fire and Rescue	Secure Class 2 ISO rating to ensure quality of protection of businesses and citizens				X	X
Planning and Development	Evaluate and promote available properties for commercial and industrial businesses to locate within Rockdale County	X	X			

		Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
Dept	Supporting Initiative	2020	2021	2022	2023	2024
Economic Development	Establish clear economic development job goals and create a reporting system to measure and track the number of job / employer opportunities versus secured jobs	X	X	X		
Talent Management	Grow annual partnerships to improve the county's existing Career Fair	X	X	X	X	X
Transportation	Improve county beautification of I-20 with upgraded fencing	X				
Transportation	Enhance landscaping maintenance at Salem Road, Sigman Road & 138 exchanges on I-20					
Transportation	Develop a plan for enhancing the welcoming gateways into Rockdale County	X				
Transportation	Increase community awareness around dumping and cleanliness alongside code enforcement	X	X			
Transportation	Consider additions to equipment and education from Community Improvement Team	X	X			
Water Resources	Better support industrial growth and better respond to fire emergencies with new 4 million water tank	X				
Planning and Development	Implement Magnet Software to streamline business application, reviews for any construction or LDP					
Planning and Development	Alter zoning ordinances for county to facilitate development (Salem Gateway priority)					
Public Relations	Launch Rockdale Works initiative with Conyers to promote job opportunities and key industries	X	X			
Tax Assessor	Increase accuracy of home valuations from a current percent of 40% of value to 46% in order to grow tax revenues.	X	X	X		

Quality of Life

Rockdale County has a relaxed, small-town feel with natural beauty, natural resources and a quaint city downtown. However, there are a number of improvements that will enhance the quality of life ranging from new senior citizen facilities to better walkability, better care for animals, improved road conditions and improved signage.

The ability to invest in quality of life solutions such as beautification and more sidewalks is hampered by a very limited budget. As Rockdale's economy grows more and more funds can be used to enhance the quality of life for all Rockdale citizens. Below are a number of quality of life projects and initiatives that will be implemented by the county over the next several years.

		Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
Dept	Supporting Initiative	2020	2021	2022	2023	2024
Planning and Development	Enhance the walkability and safety accessibility for pedestrians via LCI grant	X	X			
Planning and Development	Create connectivity between the commercial node/historic subdivision of Milstead Village to the I-20 Corridor via LCI grant	X	X	X		
Transportation	Continue sustainability efforts to reuse "asphalt millings" to improve gravel road quality and evaluate its quality	X	X	X	X	X
Transportation	Continue to address pothole concerns within a 24-72 hour period.	X	X	X	X	X
Transportation	Increase 70 street quality score by 5% by 2022	X	X	X		
Transportation	Continue safety signage and operations improvements on roadways through better striping, signage and reflective materials, raised pavement markers	X	X	X	X	X
Stormwater	Create a county-wide environmental compliance and permitting department to increase the county's operational efficiency and to protect the county against fines and litigation.			X	X	

		Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
Dept	Supporting Initiative	2020	2021	2022	2023	2024
Recreation and Maintenance	Grow senior participation in programs and expand service area	X				
Recreation and Maintenance	Improve animal services by expanding the existing animal shelter	X				
Recreation and Maintenance	Complete Pine Log Park facility improvements	X				
Recreation and Maintenance	Construct gym at Johnson Park to address capacity issues and expand programming	X				
Recreation and Maintenance	Construct event center at Costley Mill Park to increase opportunities for citizen use	X				
Recreation and Maintenance	Complete auditorium renovation to increase arts and cultural offerings				X	X
Recreation and Maintenance	Design, fund and build Path Connector from Monastery to Johnson Park to increase connectivity from Lithonia to downtown Conyers					X
Recreation and Maintenance	Hire Arts and Culture position to increase offerings and maximize venue use		X			

Rockdale County has a relaxed, small-town feel with natural beauty, natural resources and a quaint city downtown.

		Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
Dept	Supporting Initiative	2020	2021	2022	2023	2024
Recreation and Maintenance	Complete Magistrate and Probate Courts	X				
Recreation and Maintenance	Build South Side Annex for improved Senior Citizen services	X	X	X		
Recreation and Maintenance	Increase Senior Center memberships and facility utilization	X				
Fire and Rescue	Reduce liability of aging fleet to maximize fire service for citizen	X	X	X	X	X
Fire and Rescue	One engine / One Ladder truck	X				
Fire and Rescue	One engine / One Ladder truck		X			
Fire and Rescue	One engine / One Hazmat truck			X		
Fire and Rescue	Two Firetruck engines				X	
Fire and Rescue	Two Firetruck engines					X

As Rockdale's economy grows more and more funds can be used to enhance the quality of life for all Rockdale citizens.

Education & Workforce Development

The overall quality of Rockdale County is contingent on the soundness of the family and the educational system. The county, while not directly responsible for education, desires to invest resources in growing the workforce and raising education levels.

Modern businesses and industrial facilities are less likely to move to Rockdale County or expand as long as the workforce is not sufficiently prepared to support the business needs. While this is a long-term (10-15-year initiative) the sooner the county's educational needs are met the better.

		Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
Dept	Supporting Initiative	2020	2021	2022	2023	2024
County	Partner with a higher education entity to relocate or build in Rockdale County	X	X	X	X	
Fire and Rescue	Improve fire training processes and materials to better train new firefighters	X	X			
Fire and Rescue	Increase fire safety education personnel to enhance community education levels	X	X			
Fire and Rescue	Implement fire management training to equip younger tenured fire supervisors	X	X			
Fire and Rescue	Document and implement succession planning program		X			

The overall quality of Rockdale County is contingent on the soundness of the family and the educational system.

		Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
Dept	Supporting Initiative	2020	2021	2022	2023	2024
Fire and Rescue	Better engage community in risk reduction & safety education	X	X	X		
Fire and Rescue	Better educate community on fire safety emergencies with events and programs	X	X	X	X	X
Talent Management	Launch Rockdale Training Academy	X				
Talent Management	Attract top talent to Rockdale County government by implementing a consistent method of evaluating previous work experience when hiring	X				
Talent Management	Continue student intern program to equip youth with government insights	X	X	X	X	X
Finance	Increase citizen education on the county's financial health in order to increase buy-in for projects			X		
Finance	Explore alternative fees and charges for non-mandatory services, franchise fees and audit fees.		X			
Finance	Improve quality of budgeting and financial analysis with improved software	X				
Board of Assessors	Grow education of appraisal team from average classification of 2.16 to a 3.5 of 4 total	X	X			

Social Investment

A community is only as strong as its families. Underlying the family structure, are basic needs: economic stability, educational opportunities, as well as mental, physical and emotional health. If we strengthen the fabric of families, we strengthen our community. A focus on mental health and addictive disease disorders can be powerful in supporting the family structure.

		Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
Dept	Supporting Initiative	2020	2021	2022	2023	2024
BOC	Fully implement the Stepping Up Initiative by creating jail diversion, treatment, and recovery programs to reduce interaction with the criminal justice system.			X	X	X
State Court Judge	Hire a program manager to oversee the Rockdale County Stepping Up Initiative to reduce the number of people with mental illness and addictive disorders in the jail.	X				
BOC	Acquire physical locations for a jail diversion center, a sobering unit, and a recovery center	X	X	X		
Public Relations	Partner with the County Health Department and other organizations to increase mental health and addictive disease education in the community in order to raise awareness, reduce stigma, and provide treatment options	X	X	X	X	X
Finance	Partner with various support agencies and other governments in order to share grant opportunities and provide cohesive services for addiction and mental health issues.	X	X	X	X	X
Planning and Development	Address the critical need for housing options: work force housing, transitional housing, and emergency housing.	X	X	X	X	X

If we strengthen the fabric of families, we strengthen our community.



Next Steps

How Rockdale County Will Implement This Plan

The Rockdale County staff team is accountable to you, the citizen, and we are pleased to share our progress with you on these important activities to move our county forward to our ultimate vision.

The county will make updates to the public on these key strategic initiatives on a regular basis by:

Updates on major projects at commission meetings

Updates on projects via the county's website

Updates via the Rockdale County Channel 23

Updates on the major projects via the county's Facebook page

Rockdale County currently utilizes an internal online system to help document and track key initiatives and goals within the county. This system requires that we set milestones for progress toward goals and is visible to all leadership personnel in the county. The system is monitored and updated on a monthly basis to ensure that projects and key

goals are being acted upon and if there are delays, extra resources are provided, if necessary. Rockdale County wants the public to be informed about the progress of these key initiatives. We will do our best to update you on these goals and strategic initiatives so that you are informed and engaged in the process.



How Citizens Can Get Involved

The county heavily involved the citizens of Rockdale County in the input phase of this strategic plan. Your input during this key phase was and is valuable to us. Because we serve you, we also want you to participate in the delivery of some of these objectives. While the staff is primarily responsible for meeting the goals in this plan, we believe that our citizens can play a vital role in certain parts of it.

For example, one of our major strategic goals is to improve the educational landscape in Rockdale County. We will be doing what we can as a county government to help the Rockdale County Schools system, but you are an important part of that improvement. We may encourage you to participate as a mentor, for example, to help 4th grade and 8th graders with reading or math skills.

Another area we may ask for your help is in the area of Social Investment. We may form Citizen Task Forces or committees to help us leverage county and state assets and programs so that we better serve those in our community that need assistance.

Stay tuned as we develop citizen teams, committees and activities that you can be involved in. You are Rockdale County and your participation in developing many of these solutions is key to our joint success!



Closing Comments

Rockdale Citizens, Staff, Visitors and Supporters,

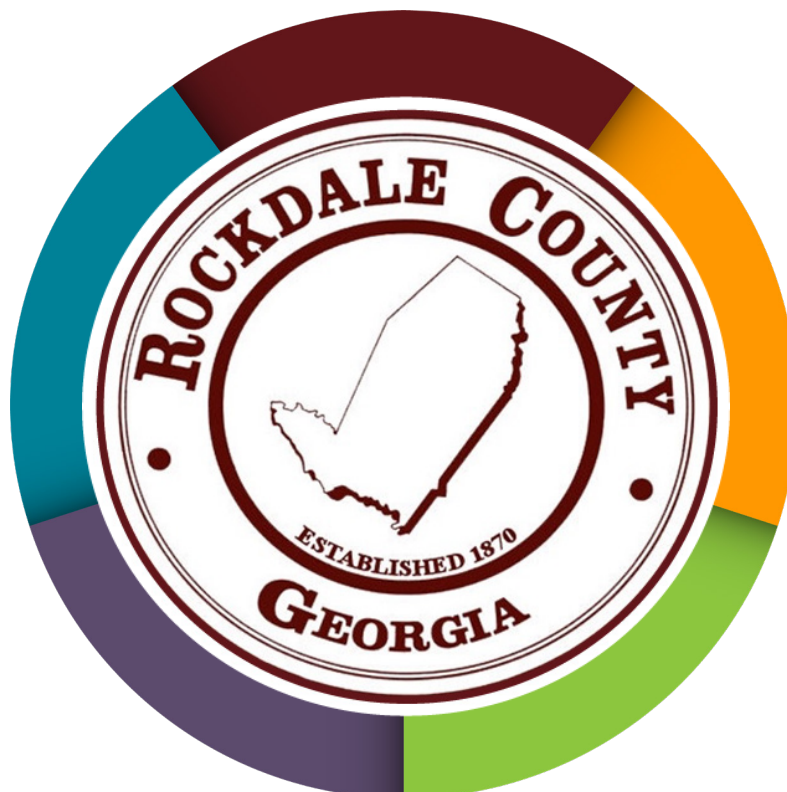
After all of our planning, we hope that you believe that Rockdale County is headed in the right direction and that we have our focus on what's important. We are heartened by your participation in this process and look forward to making advancements in the county for your good, the good of visitors and future homeowners and employers.

Our staff team is highly focused on the goals outlined in this important plan and has a “can-do” team spirit about them to get things done! We are proud of the work they do and the accountability and speed with which they are operating.

During our Commission Board meetings we continue to invite you to participate and ask questions. We believe in a strong, energetic community that wants to move forward.

It is with great pleasure that we say thank you for your role in developing this plan and for your commitment to the future implementation of it.

Commission Chairman Oz Nesbitt, Sr.
Post One Commissioner Sherri L. Washington
Post Two Commissioner Doreen Williams





Appendix

The background image is a photograph of a town hall building with a prominent clock tower and classical columns. An American flag is visible on the left. The entire image is overlaid with a semi-transparent dark red filter. The title text is centered in a white, bold, serif font.

Town Hall Community - Driven Detailed SWOT Analysis

Strengths Documented During Town Hall Events

- Great police and first responders
- Good parks and green spaces, like Costley Mill Park
- Quiet, small community feeling
- Overall beautiful and clean area
- Great people
- Location in ease of getting to other communities
- Low Crime
- Low taxes and low cost-of-living
- Growing population
- Business opportunities and support
- Convenient shopping areas
- Hospitals
- Variety of community events like bonfires, trash bash, Rivers Alive and KCRB
- Diversity in race, philosophy and interests
- SPLOST improvements
- Seek public input; there seems to be a fresh start
- Leadership now working together

Weaknesses Documented During Town Hall Events

Need to improve infrastructure sewer and water and stormwater utilities

- » No amphitheater
- » More support of small businesses
- » More local hiring by county

Need for more Family Venues

- » Limited recreation for kids and families
- » Little to no children's entertainment
- » No family fun venues

Poor Transportation options and traffic concerns (see Transportation Section)

- » More Housing development including better use of land, re-development, growth at too high a rate, safe low-cost housing quality housing

Need Better Code Enforcement

- » Neighborhoods Fieldstone neighborhood, unsightly weeds on roadways, litter policy, overall appearance, better beautification, vacant buildings and need for better code enforcement

Weak Educational Outcomes (see Education Section)

- » Improved Board of Education, improved test scores, maintaining teachers and need for a 4-year post-secondary institution

Need Better Communications

- » Communication / Transparency forums (better department updates to citizens)
- » Better and more frequent communication with citizens
- » Increase methods of communicating

Lack of a defined Rockdale brand or image to market to visitors and businesses.

Increased Government Representation on southside representation is low

Lack of Retail and Entertainment & Econ Development

- » Lack fine dining
- » Lack of entertainment
- » Lack upscale groceries and healthy food options

Opportunities Documented During Town Hall Events

Collaboration

- » Build Relationships and partnerships with City of Conyers and other communities
- » Utilize focus groups more

Economic Development

- » Economic development including more white-collar jobs and new technology businesses, more incentives for businesses, more quality shopping
- » Re-purposed buildings
- » Leverage tax incentives to attract new businesses

Housing and Transportation

- » Round out housing needs to attract more businesses (senior, range of costs)
- » Expand county transportation services for seniors and others

Entertainment Venues

- » Construction of an amphitheater to expand the economy and improve community unity; grow venues for activities for families

Quaintness

- » Leverage quaintness of community in marketing

Film Existing Venues

- » Leverage / promote film and movie location
- » Leverage horse park area for development

Education

- » Attract post-secondary institution and leverage Georgia Piedmont Technical College, Rockdale Career Academy (See Education Section)

Political

- » Expand commission size and create districts for better representation

Parks, Greenspace

- » Leverage and grow Youth and Recreation Development including after-school, summer youth jobs, new outdoor pool, more parks programming, walking trails, events for youth
- » Leverage existing land for new green spaces

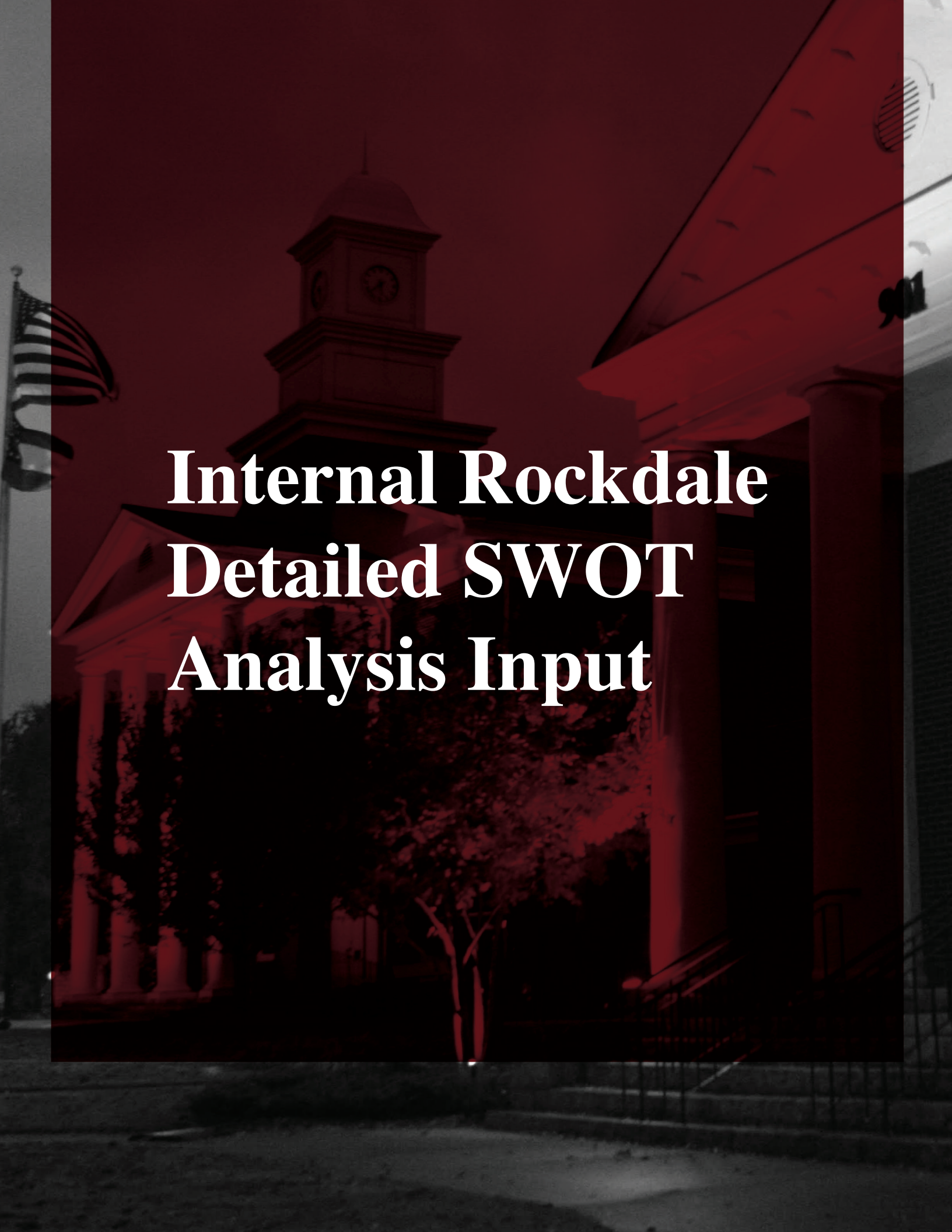
Social Services

- » Leverage existing organizations and agencies to better serve those in need (see Social Section)
- » Insure a proper and complete Census 2020 to take advantage of new population count

Threats Documented During Town Hall Events

- Another jurisdictions' growth including Newton County
- Potential poor financial management
- Crime related threats including speeders in subdivisions, lower pay for sheriff and fire, drugs and squatters in apartments and homes and gangs
- Unattended social issues such as not recognizing and acting on homeless population
- Too much growth and urban sprawl
- Unattended infrastructure Issues
- Unattended zoning and code issues
- Lack of business diverse city

Recreation and neighborhoods ranked high and are a part of economic development. Public Safety ranked high as well.

The background image is a photograph of the Rockdale County Courthouse, a large, classical-style building with a prominent clock tower and columns. An American flag is visible on the left. The entire image is covered with a semi-transparent red overlay. The title text is centered in white, bold, serif font.

Internal Rockdale Detailed SWOT Analysis Input

Internal Team Strengths

Below is a summary of internal strengths and weaknesses and external opportunities and threats to Rockdale County. The staff will use this SWOT as a guide for making internal team improvements.

- Communication
- Innovative results-driven staff
- Good follow-up on key items
- Team focused
- Get it done attitude; sense of urgency
- Collaborative and cooperative team
- Fast acting and reacting team
- Exceptional communication skills
- Friendly and professional personnel
- Education and training in master planning, development, and community engagement
- Strong desire to make the county better and commitment to vision
- Team dedication to goals
- Very dedicated, professional, experienced leaders
- Good pulse of the community

Internal Team Weaknesses

Below are a number of areas that we want to improve as they are weaknesses inside our organization.

- Uneven communication
- Scheduling challenges
- Poor understanding of other department roles and capabilities
- Inability to gain citizen buy-in
- Busy team can sometimes lead to silos
- Sometimes excessive control and lack of delegation to staff
- Poor communication to entire organization
- Inward department focus
- Update ordinances
- Complacency
- Lack of understanding of water department autonomy
- Sometimes operate with departmental silos
- Need to be open to input from others

External Opportunities

- Facilities being made available for technology services use
- Land acquisition opportunity
- Burgeoning millennial community
- Available partnerships
- Industrial base
- Community group assistance
SPLOST committee
- Greater community engagement
- Increase transparency to the public
- Anticipated population and tax increase
- Better communicate our story
- Better understand needs and concerns of the citizens
- Recent Comprehensive Plan and Capital Improvement Element Update, new grant initiatives, public / private partnerships, and lists of citizens to engage
- Young, growing population looking to establish a positive future in the community
- Great working relationship with city
- Leverage good cooperation among public and private entities
- Growing economy / active developer's market
- Engage citizens
- Better leverage local businesses to engage public; civic engagement; visible (ON)

External Threats

- Citizen concern about rising costs
- Lack of finances to sufficiently serve citizens (for large projects)
- Small tax base
- Citizen mistrust
- Active, vocal negative residents
- Competition
- Potential downward turn in the economy
- Demographic challenges of a growing population
- Lack of post-secondary educational facilities
- Citizen and outsider dumping / cleanliness (I-20 corridor)
- Negative citizen perception
- Lack of public support
- Outdated infrastructure
- Land development problems such as rock and limited utility access
- Split citizens on growth versus no-growth
- Limited sewer capacity
- Lack of town square
- Politics that keep our team from engaging public
- Allowing collaboration even if it seems competitive (with city)

Employee Driven Efficiency Measures

The county is planning to implement a number of projects and initiatives that will help it operate more efficiently and effectively. The county is currently operating at a very lean manner and has not re-hired staffs from the pre-recession levels in 2008. Additional investments need to be made in personnel and efficiency and personnel training so that services can be delivered with quality and timeliness.

Dept	Supporting Initiative	2020	2021	2022	2023	2024
Fire & Rescue	Hire additional fire personnel to staff new stations and efficiently respond to emergencies	X	X	X	X	X
Fire & Rescue	Implement fee structure for fire planning and review services	X				
Talent Management	Grow adoption, update and improve buy-in of performance management program	X	X			
Talent Management	Develop a career path and succession planning program (leadership academy and succession for your own role)	X	X			
Talent Management	Document compensation philosophy and approach to pay grades to insure we attract top talent		X	X	X	
Talent Management	Launch and grow Safety Ambassador program and accident review committee	X	X			
Talent Management	Improve communications and relationships with internal and external governmental agencies and private firms to improve efficiency and cooperation	X	X	X	X	X

Dept	Supporting Initiative	2020	2021	2022	2023	2024
Finance	Promote departmental budget know-how to reduce unnecessary end-of-year purchases	X	X			
Finance	Develop financial decision process to take into account new operational costs associated with SPLOST projects	X	X			
Stormwater	Implement a fee structure for plan review and site inspections	X				
Stormwater	Improve speed and efficiency of completing projects by hiring additional engineering and compliance personnel		X			
Stormwater / Water Resources/ Talent Management / Board of Assessor	Implement standard assessment of previous work experience, education & certification to attract top talent from outside of Rockdale County	X				
Water Resources	Improve operational efficiency by replacing inefficient water meters with wireless meters that track usage (remaining 60% - AMI)	X	X	X		
Water Resources	Improve citizen efficiency and staff efficiency by consolidating Water Resources facilities		X			
Technology Services	Implement SharePoint system for improved workflow tools for improved efficiency		X			
Technology Services	Launch county-wide online document repository for quicker access by citizens and staff Laserfiche	X				

Dept	Supporting Initiative	2020	2021	2022	2023	2024
All Departments	Convert documents to scanned versions by all departments	X	X	X	X	X
Technology Services	Implement business intelligence tools to enable faster project completion.		X			
Recreation & Maintenance	Install GPS tracking on vehicles to improve efficiency	X	X			
Tax Assessor	Implement field appraisal software and computers to streamline appraisal process and improve accuracy	X				
Tax Assessor	Propose aerial fly-over data gathering system to improve accuracy of tax data assets		X			
Tax Assessor	Improve efficiency of homeowner filing of Homestead exemption and appeals through online process (QOL)	X				
Tax Assessor	Hire additional appraisers in order to close the sales ratio deficit from 32% of value to 38% of value	X	X	X		
Public Relations	Consider implementation of an online system of reporting citizens requests to improve service delivery and track quality and timing of response.	X				

The county is planning to implement a number of projects and initiatives that will help it operate more efficiently and effectively.

